DUSON’s Vision for the Future: The New Strategic Plan
DUSON engaged Slalom – a global consulting firm focused on strategy, technology, and transformation – as a partner to develop our strategic plan.

This data driven approach provides the framework that will help us build on our legacy of excellence to equip and empower the nursing workforce of the future.
Strategic Plan Development Phases

Phase 1: Kick Off
February 2022 through April 2022
- School Wide Kick-off Event
- Strategic Priorities Survey
- Art of the Possible Workshops
- Data Gathering

Phase 2: Discover & Analyze
February 2022 through April 2022
- Stakeholder Interviews
- Discovery Focus Groups
- Market/Industry Trends Analysis

Phase 3: Define the Future
April 2022 through May 2022
- Mission Statement Workshops
- Current State Gap Analysis
- Future State Recommendations

Phase 4: Prioritize & Plan
May 2022 through September 2022
- Validation Workshops
- Draft and Socialize Strategic Plan

Phase 5: Blast Off
October 2022 and Beyond
- Mobilize Program and Initiative Teams
- Develop Implementation Plans
- Launch Strategic Plan with Impact
**Stakeholder Engagement**

- **Art of the Possible Workshops:** 4 workshops, 91 participants
- **90 big ideas for DUSON**
- **60+ Interviews**
- **13 Focus Groups:** 13 groups, 87 participants
- **1 Survey:** 1 survey, 323 participants

**Mission Statement Workshops:** 4 workshops, 49 participants

Refined mission statement

**Research**

- **Nursing Profession Articles and Reports**
- **Big trends that will impact DUSON in the future**
- **Notable gaps between DUSON and peers**
- **Peer SON Websites**

**DUSON’s Previous Strategic Plan**

Strengths and weaknesses of previous plan
DUSON’s Why: The mission statement functions as a “north star” by giving DUSON reason and purpose that guides decisions.

Focus Areas
**Key areas** that DUSON will focus on in the next five years.

Priorities
Priorities for **execution**, driving delivery over the next five years.

Initiatives
Key **initiatives with metrics** that deliver the priorities and collectively move DUSON toward realizing its **Mission**.

Implementation Plans
Plans detailing **key outcomes**, **delivery approach**, **resource allocation**, and **stakeholder engagement**.
Inequality
Unequal access to opportunities

Equity
Custom tools that identify & address inequality

Equality?
Evenly distributed tools & resources

Justice
Fixing the system to offer equal access to both tools & opportunities
Duke University School of Nursing

Updated Mission Statement

We, at the Duke University School of Nursing, advance **health equity and social justice** by preparing nurse leaders and innovators with a commitment to improving health outcomes through transformative excellence in education, clinical practice, and nursing science.
Population Health in the United States

- **Mortality**
  - Life Expectancy at Birth
  - United States, 2001-2021
  - Four decades of increases

- **Morbidity**
  - Increasing Burden of Chronic Disease
  - Number of US adults with at least one chronic condition, projected

Sources:
- CDC. Chronic diseases in America. NCCDPHP. 2022.
Distributions of Resources

→~1 in 10 Americans are uninsured
(31.6 million)

→1 in 5 Americans are underinsured*

→2 in 5 American children are covered by a public option such as Medicaid

Uninsured Americans are More Likely to Delay or Forgo Care Due to Cost

*Figure shows percent of adults reporting delaying or abstaining from care due to cost by insurance status, 2020.
Source: KFF analysis of NHIS Data, 2022

*insured adults whose out-of-pocket costs equaled or exceeded 10% of household income or whose deductible exceeded 5% of household income; or for individuals under 200% FPL, out-of-pocket costs equaled or exceeded 5% of household income

Social Conditions and Large-Scale Events

The Social Determinants of Health
(~80% of modifiable contributors to health outcomes)

- Structural Racism
- Pandemics
- Climate Change
- Widening Inequality and Inflation
- Housing
- Technological Advances
- Sexual and Reproductive Rights
- Inequitable Health System Access
- Education
- Behavioral Health and Substance Use
- Social Safety Net

The Costs of Health Inequities

The Human Cost of Health Inequities

- Excess morbidity, premature mortality
- Unfulfilled human potential
- Eroded social cohesion
- Excess bereavement
- Increased unpaid caregiver reliance

The Financial Costs of Health Inequities

Without progress on reducing health inequities, their cost is projected to triple by 2040.

Modeling the future cost of health inequities*

Cost of inequities today
$320 billion

Cost of inequities in 2040
$1 trillion

Expect changes in population demographics, cost of care, and per capita spending.

Reassessing the Current Approach to Healthcare

Without action—a paradigm shift—the future health and financial wellbeing of the United States is at stake.
Strategic Plan: Focus Areas

- Nursing Practice
- Nursing Science
- Nursing Education
- Expand Resources and Reach
- Community Diversity, Equity, Inclusion, and Belonging
Shifting the Paradigm in Nursing Practice

**Challenge:** Improving outcomes, access, and reducing cost in US healthcare

**Key opportunities:**

**Outcomes**
Nurse leadership in developing and implementing effective nurse-led care models for prevention, health promotion, and treatment

**Access**
Leveraging nurse-led models of care to extend quality care to communities with unequal access to health resources

**Cost**
Reducing the financial cost of health inequities by amplifying the mitigation of harmful SDOH
Establish DUSON as the national leader for nurse-led models of care and excellence in practice

Expand nursing practice and nurse-led models of care across the spectrum of health care settings

Develop nurse-led solutions that advance health equity, social justice, and strengthen interprofessional collaborations
Initiatives

- Implement, evaluate, and disseminate innovative nurse-led models of care with an emphasis on health equity and social justice.
- Enhance clinical practice partnerships that facilitate faculty practice and student learning.
- Establish and implement a scalable community demonstration partnership to evaluate outcomes of a nurse-led models of care.
Nurse-Led Community Healthcare

Initiative
Implement, evaluate, and disseminate innovative nurse-led models of care with an emphasis on health equity and social determinants of health

M-PACT Mobile Clinic
- 4-year, $3.78M Cooperative Agreement
- Emphasis on serving rural & underserved communities
- Social Determinants of Health integrated throughout student experiences
The NINR Strategic Plan: 2022 – 2026

Opportunity: Lead nursing research to solve pressing health challenges and inform practice and policy – optimizing health and advancing health equity into the future

RESEARCH LENSES

- **Health Equity**
  - Reduce and ultimately eliminate the systemic and structural inequities that place some at an unfair, unjust, and avoidable disadvantage in attaining their full health potential.

- **Social Determinants of Health**
  - Identify effective approaches to improve health and quality of life by addressing the conditions in which people are born, live, learn, work, play, and age.

- **Population and Community Health**
  - Address critical health challenges at a macro level that persistently affect groups of people with shared characteristics.

- **Prevention and Health Promotion**
  - Prevent disease and promote health through the continuum of prevention—from primordial to tertiary.

- **Systems and Models of Care**
  - Address clinical, organizational, and policy challenges through new systems and models of care.
**Priorities**

- Develop a school-wide, **cohesive vision for research** at DUSON
- Expand the **breadth and depth of DUSON research portfolio** in health equity, social determinants of health, and nurse-led models of care
Initiatives

- Advance DUSON innovation in **theoretical** and **methodological expertise** in health equity, social determinants of health, and multi-level nurse led models of care.

- Expand the breadth and depth of DUSON funding portfolio to include **center and collaborative grants** in the areas of health equity, social determinants of health, and nurse led models of care.

- Create pathways for DUSON research **translation into health policy**; health care systems; and equitable improvements in health for individuals, families, and communities.
Nurse Scientist Faculty Recruitment

**Initiative**

Advance DUSON innovation in theoretical and methodological expertise in health equity, social determinants of health, and multi-level nurse-led models of care

**Cluster Hire**

Continue three year cluster hire for faculty specializing in Social Determinants of Health
Keynote Presentation: Emerging Issues Surrounding Social and Structural Determinants of Health and Implications to Nursing Science
CANS September 15, 2022

Dean Vincent Guilamo-Ramos
A Worrisome Drop In The Number Of Young Nurses

David I. Auerbach, Peter I. Buerhaus, Karen Donelan, Douglas O. Staiger

APRIL 13, 2022

“the number of applicants to four-year Bachelor of Nursing programs, which had been growing in recent years and is an early indicator of long-run nursing supply, grew just 1.3 percent in 2020.”
Nursing Education

Priorities

Innovate nursing education

- Enhance pathways to enter and advance in the nursing profession
- Redesign and implement an integrated competency-based curricular framework
- Expand reach and access to academic resources using innovative technology
- Develop nurse leaders to advance health equity and social justice
Establish a pre-licensure Masters Entry Program in Nursing (MEPN)

Expand innovative simulation modalities and digital learning tools to facilitate competency-based learning and evaluation

Create unique academic programs, certificates, and continuing education that advance nurses as leaders in transforming healthcare, improving outcomes and patient satisfaction, and reducing costs

Formulate course objectives that foreground health equity and social justice concepts that support nursing roles of the future across the curriculum
Expanding Nursing Education

Initiative
Establish a pre-licensure Masters Entry Program in Nursing

Masters Entry Program in Nursing (MEPN)
- Creates pathways to enter nursing profession for those who received undergraduate degrees in other fields
- No MEPN currently offered in NC
When cited, nurses were quoted on topics related to the profession of nursing itself, as opposed to their perspectives on their expertise in:

- Health care delivery
- Public health
- Health policy
Priorities

- Grow and expand resources to support the school’s mission
- Expand a culture and system of innovation to realize forward thinking solutions to nursing challenges of today and tomorrow
Expand and enhance the marketing strategy to illuminate the school’s mission, reputation and reach.

Conceptualize and execute a business plan to build a global DUSON brand in strategic parts of the world.

Leverage available capacity in our simulation, health innovation labs and studio technology to foster access and product innovation.

Identify and establish a signature technology partnership to advance DUSON’s mission.

Strengthen DUSON’s health policy efforts to expand reach and demonstrate impact.

Increase meaningful engagement with all constituencies, expand our circle of supporters and grow philanthropy.
Initiative

Expand and enhance the marketing strategy to illuminate the school's mission, reputation and reach.
Community Diversity, Equity, Inclusion, and Belonging

Composition of Nursing Workforce

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<tr>
<th></th>
<th>% Racial/Ethnic Minority</th>
<th>% Male</th>
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<tbody>
<tr>
<td>US Population</td>
<td>40.7%</td>
<td>49.6%</td>
</tr>
<tr>
<td>RNs</td>
<td>25.1%</td>
<td>13.3%</td>
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<tr>
<td>NPs</td>
<td>14.4%</td>
<td>12.6%</td>
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Community Diversity, Equity, Inclusion, and Belonging

Priorities

- Recruit, retain, and advance a diverse, world-class faculty, staff, and students through an inclusive and equitable work and learning environment.

- Actualize DEIB principles in for all DUSON members and all aspects of community life in support of the school’s mission.
Secure gifts which allow DUSON to substantially increase scholarship funds for students in adverse socio-economic circumstances.

Enhance professional development opportunities that distribute resources and access in support of all DUSON community members.

Increase the number of DUSON community members who belong to underrepresented groups in terms of identifiers such as gender, sexual orientation, race, ethnicity, socio-economic status, ability, etc.

Increase inclusivity and sense of belonging of DUSON community members.
New DUSON Scholarships

**Initiative**

Secure gifts which allow DUSON to substantially increase scholarship funds for students in adverse socio-economic circumstances.

New $15M Bequest to Support Student Scholarships in 3 Duke University Schools

The School of Nursing will receive $5 million to endow scholarships from Duke Alumni couple who made an anonymous bequest.
We are proud to officially launch the new DUSON Strategic Plan

Join us in transforming nursing education, clinical practice, and science

Congrats to an amazing year!