

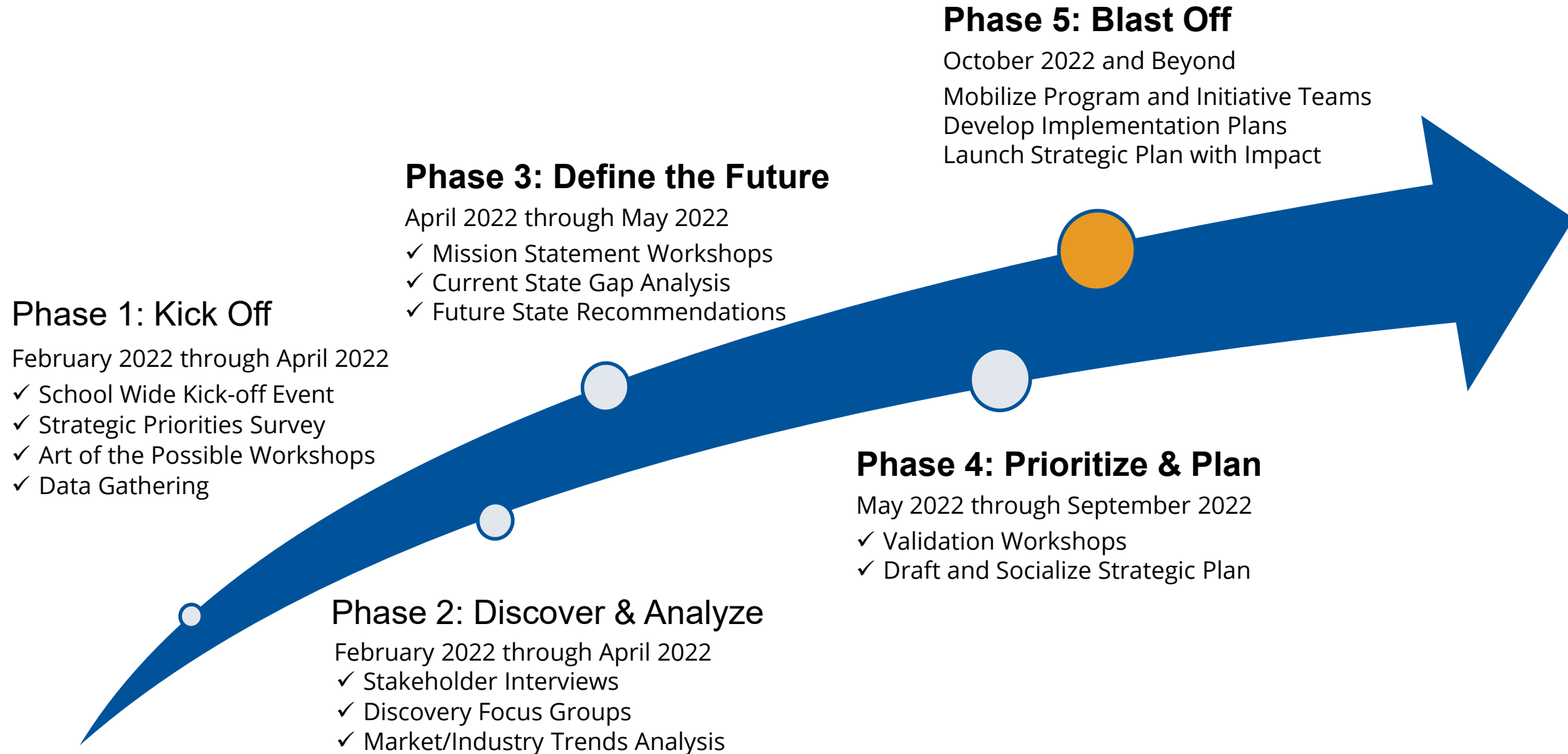
DUSON's Vision for the Future: The New Strategic Plan

slalom

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.

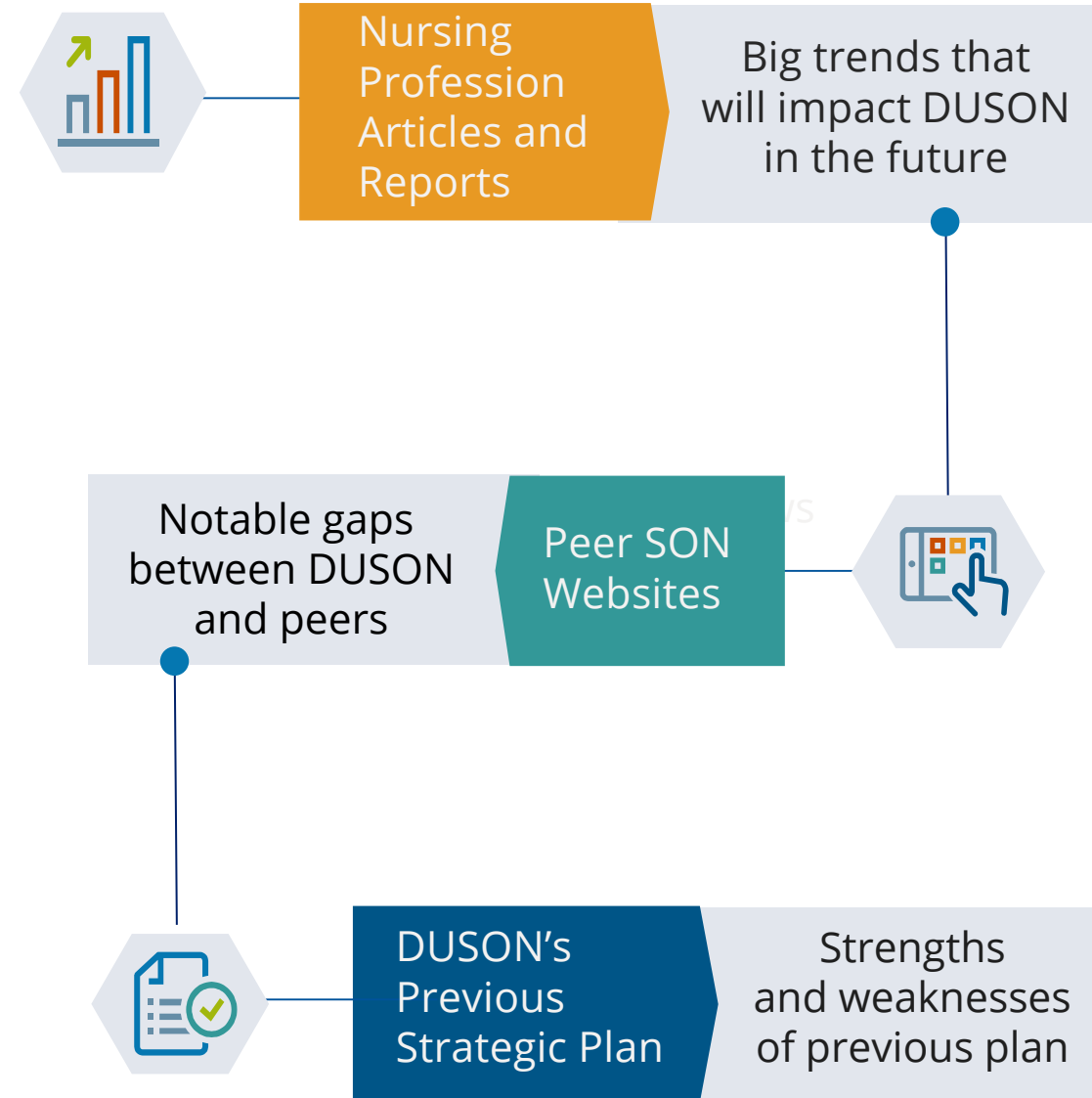
Strategic Plan Development Phases



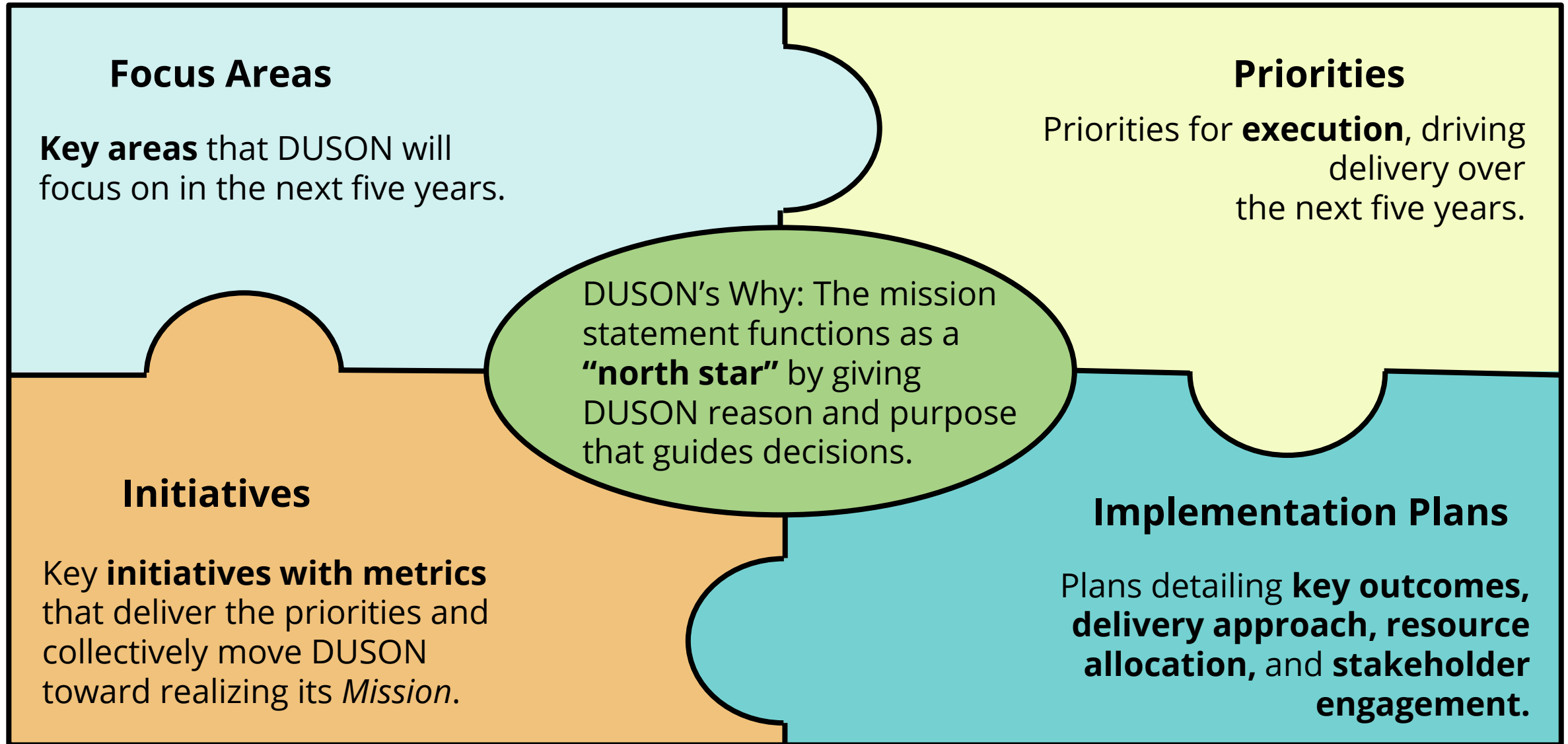
Stakeholder Engagement



Research



Strategic Plan Structure



Inequality

Unequal access to opportunities



Equality?

Evenly distributed tools & resources



Equity

Custom tools that identify & address inequality



Justice

Fixing the system to offer equal access to both tools & opportunities

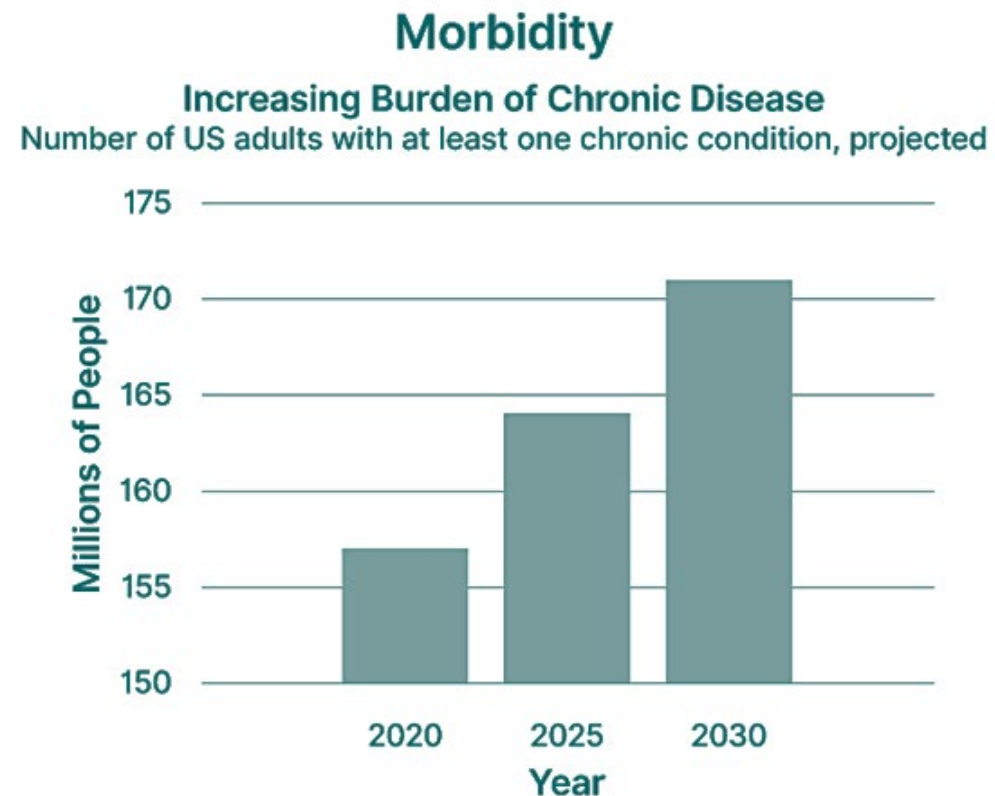
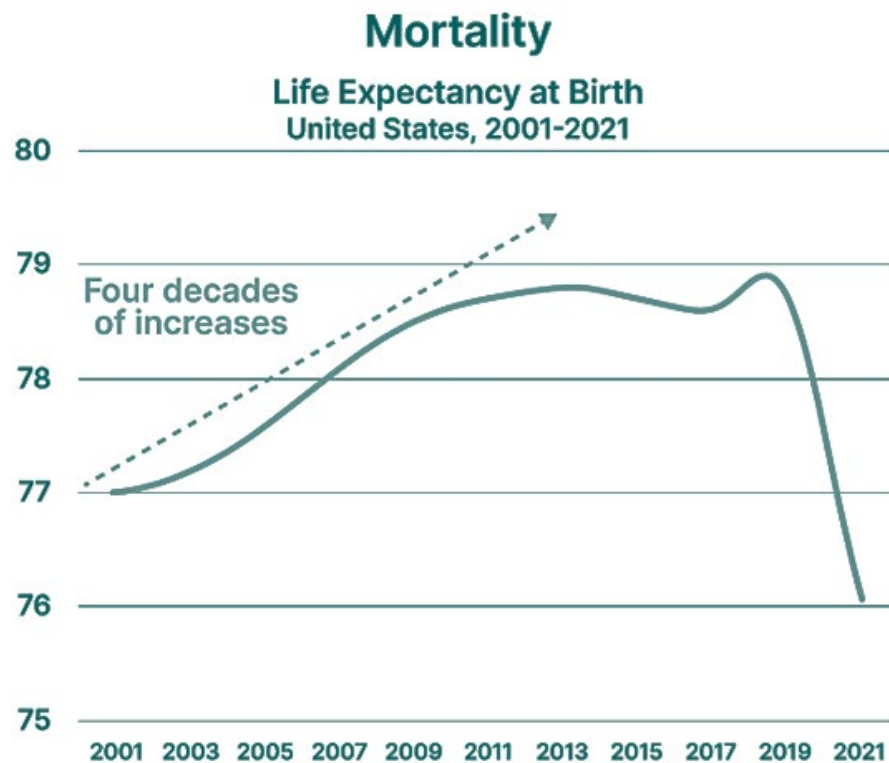


Duke University School of Nursing

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



Sources: AHA. Focus on wellness. Health for Life. 2007.; Boersma P, et al., Prevalence of multiple chronic conditions among US adults, 2018. CDC. 2020; CDC. Chronic diseases in America. NCCDPHP. 2022.; CDC/NCHS. United States life tables, 2001-2021. National Vital Statistics Reports.; US Census Bureau. Historical and projected life expectancy for the total U.S. population at birth: 1960-2060. National Center for Health Statistics Life Tables, 1960-2014. ; Rabin RC. U.S. life expectancy falls again in 'historic' setback. nytimes.com. Published August 31, 2022.

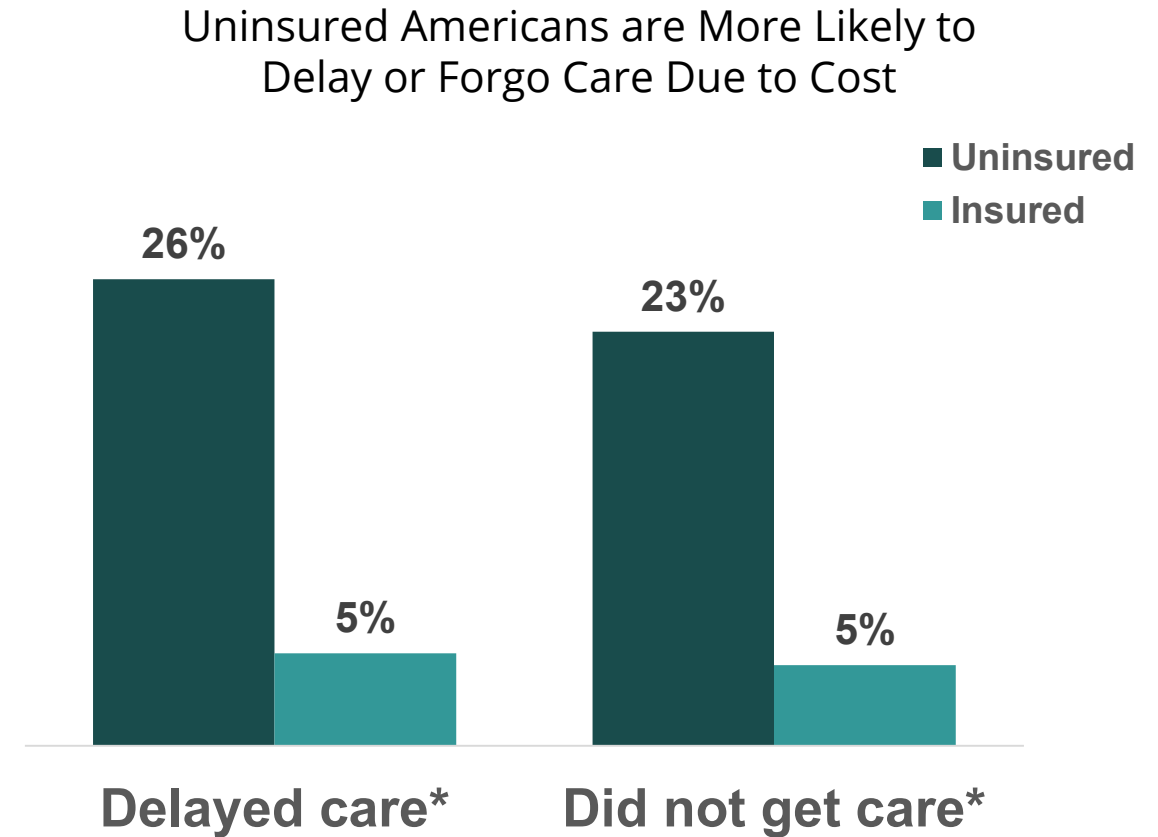
Distributions of Resources

→ ~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

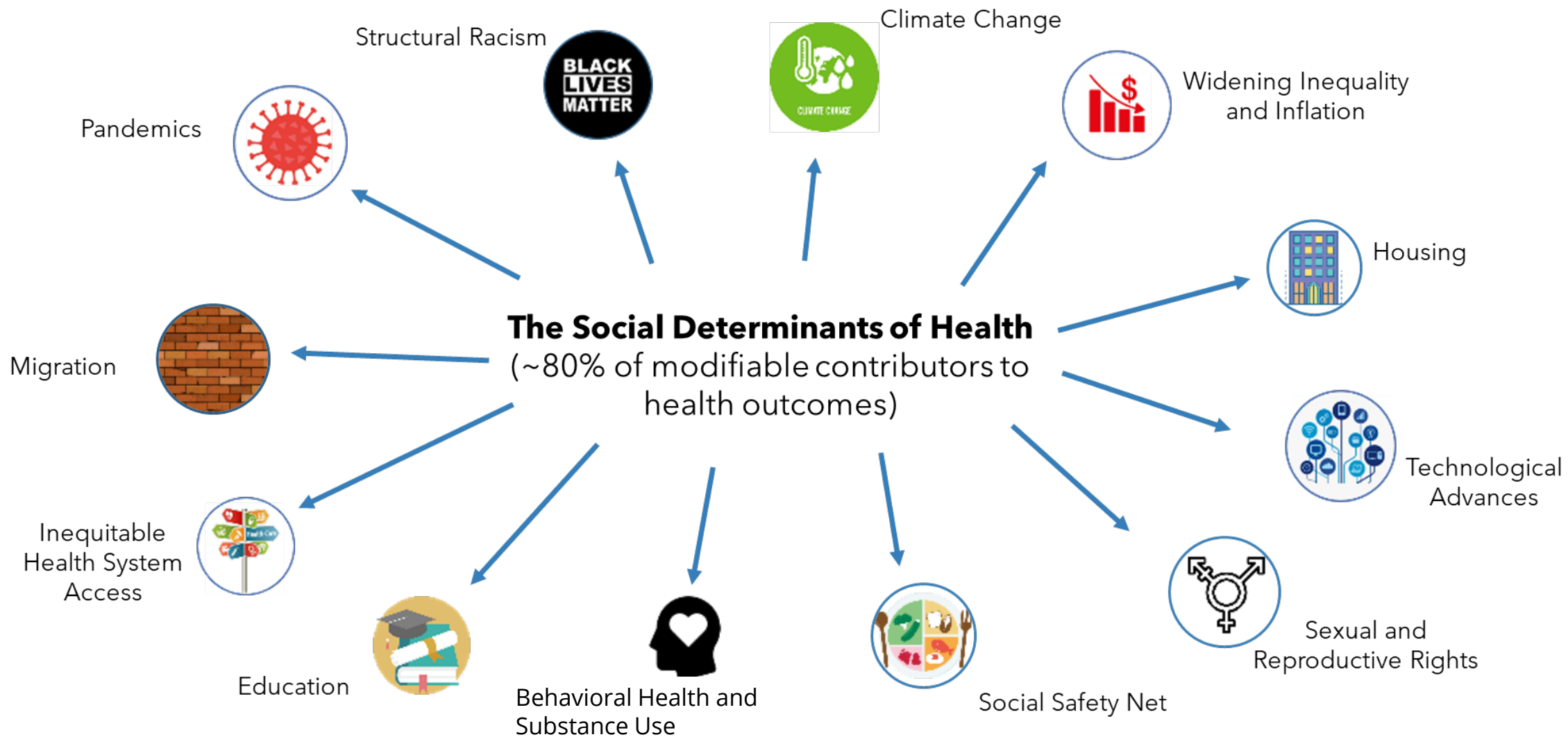
**insured adults whose out-of-pocket costs equaled or exceeded 10% of household income or whose deductible exceeded 5% of household income; or for individuals under 200% FPL, out-of-pocket costs equaled or exceeded 5% of household income*



*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

Social Conditions and Large-Scale Events



The Costs of Health Inequities

The Human Cost of Health Inequities

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



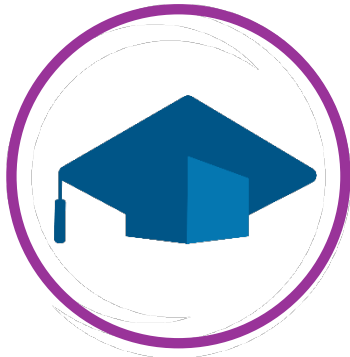
Strategic Plan: Focus Areas



Nursing Practice



Nursing Science



Nursing Education



Expand Resources
and Reach



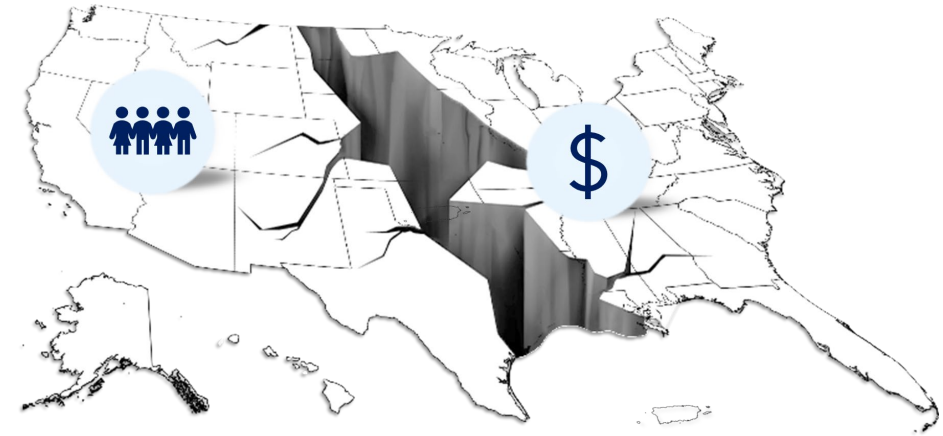
Community Diversity, Equity,
Inclusion, and Belonging



Nursing Practice

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**



Nursing Practice

Priorities



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**



Nursing Practice

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



Nursing Science

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.



Nursing Science

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



Nursing Science

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



DUSON Nationally Advancing Nurse-Led Models of Care



COUNCIL FOR THE
ADVANCEMENT OF
NURSING SCIENCE

Keynote Presentation: Emerging Issues
Surrounding Social and Structural Determinants of
Health and Implications to Nursing Science
CANS September 15, 2022

Dean Vincent Guilamo-Ramos





Nursing Education

Developing the Future Nursing Workforce

HealthAffairs

A Worrisome Drop In The Number Of Young Nurses

[David I. Auerbach](#), [Peter I. Buerhaus](#), [Karen Donelan](#), [Douglas O. Staiger](#)

APRIL 13, 2022

10.1377/forefront.20220412.311784

*“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



Nursing Education

Initiatives



Establish a pre-licensure **Masters Entry Program in Nursing (MEPN)**



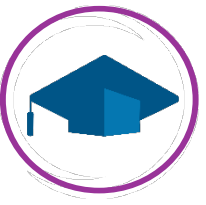
Expand innovative simulation modalities and digital learning tools to facilitate competency-based learning and evaluation



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**

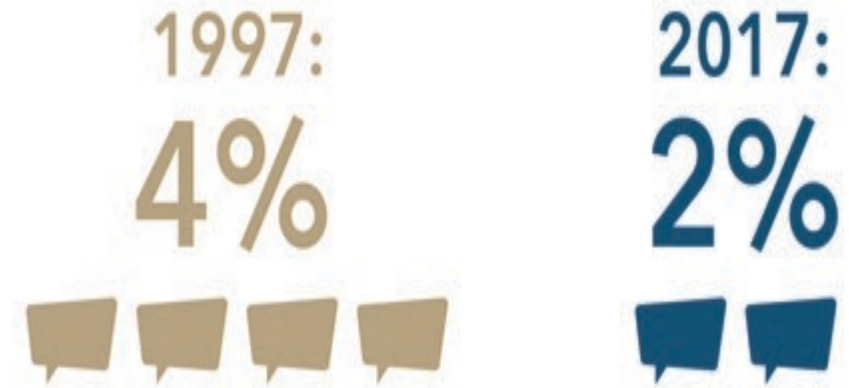




Expand Resources and Reach

Representation of Nurses in Health Media

PERCENT OF HEALTH
NEWS WITH NURSE
SOURCES



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



Expand Resources and Reach

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 Resources and Reach

Initiatives



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

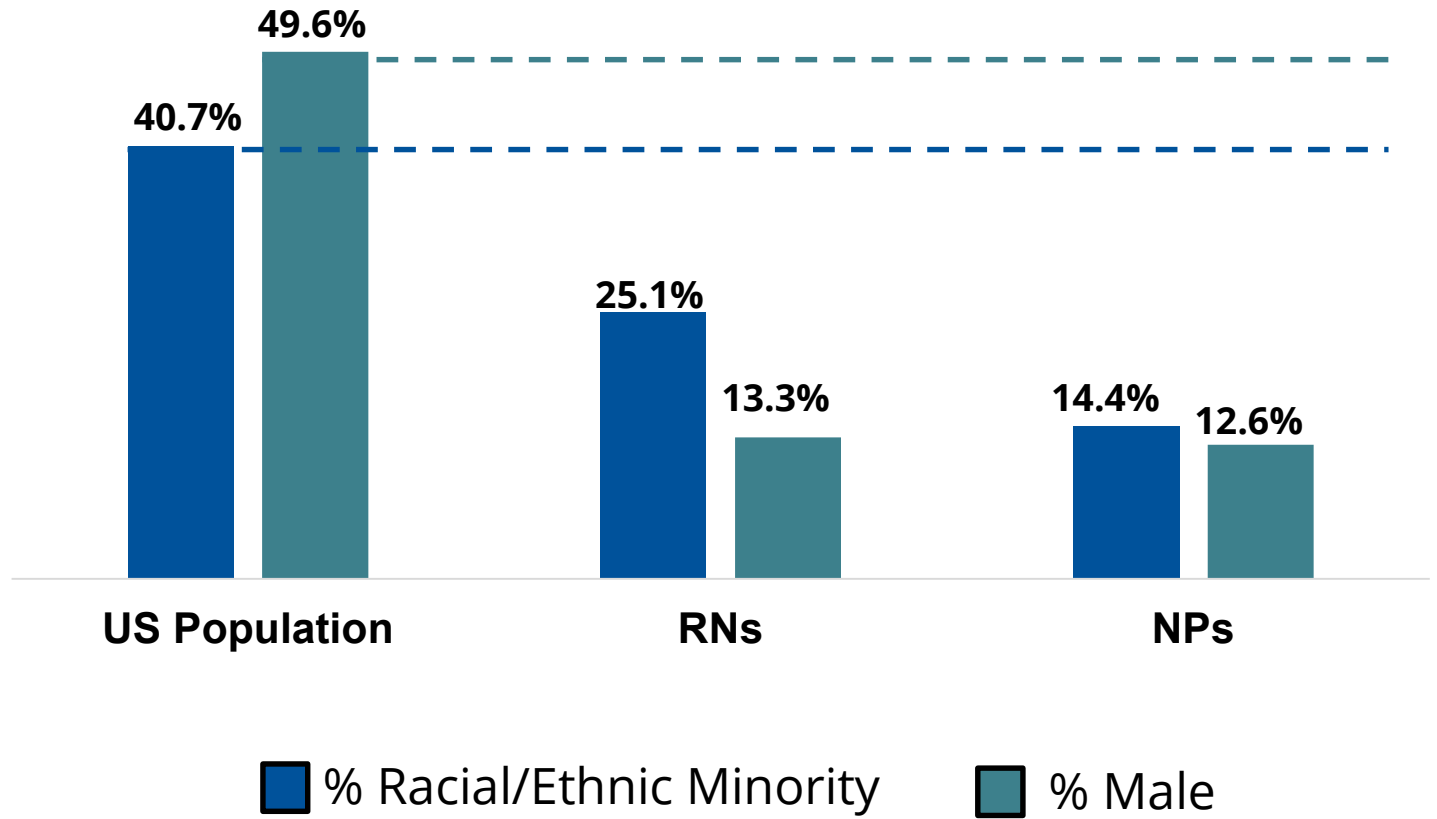
DUSON Trailblazer





Community Diversity, Equity, Inclusion, and Belonging

Composition of Nursing Workforce





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



Community Diversity, Equity, Inclusion, and Belonging

Initiatives



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!