

UCI
Program in Nursing Science

PROGRAM IN NURSING SCIENCE

STRATEGIC PLAN

UPDATED SEPTEMBER 2015

Summary of Key Issues

In its simplest form, our vision and mission can be stated as follows:

Vision

Our vision is to transform the nursing profession by preparing pioneers in research, education, and practice to build innovative, inter-professional models of compassionate community-based health care.

Mission

Our mission is to advance the science of health and healthcare through innovative research, teaching, and clinical practice, and to educate nursing professionals who inspire optimal health and well-being in individuals, families, and communities

Core Value: COMPASSION

C -- Community – building networks of relationships that support well-being and motivate self-care

O – Optimism – being hopeful and confident about the future

M -- Mercy – being forgiving and humane

P -- Passionate enthusiasm – having strength of conviction and the dedication to carry out our mission

A – Altruistic advocacy –speaking up for others who cannot speak for themselves out of authentic concern for their well-being

S -- Scholarly excellence – critically seeking and synthesizing new knowledge to achieve the highest quality outcomes

S – Sustainable innovation – enduring and persevering to achieve creative, transformative goals

I -- Integrity and trustworthiness – maintaining high, consistent standards of honesty and ethical behavior that withstand scrutiny

O -- Open-mindedness – being respectful, nonjudgmental, and accepting of all individuals

N – Nurturing communication – actively listening to and taking care of others in need

TEACHING PROGRAM GOALS

- Strengthen our existing academic programs and faculty leadership to support the training of nurse clinicians (i.e. clinical nurses, advance practice nurses), nurse educators, and nurse scientists.
- Build innovative programs of study which reflect the emerging healthcare topics and changing demographic trends.

Objective	Strategies	Tactics	Outcomes
I. Prepare professional nurses to lead and influence health care and the nursing profession.	1. Offer innovative programs of study which reflect the emerging healthcare topics and changing demographic trends.	a. Develop a 3-year track for the PhD program (fast-track). b. Implement DNP program. c. Obtain funding and necessary approval to establish a master's entry program in nursing (MEPN).	i. Creation of 3-year track for PhD program by 2018-19. ii. Recruit and enroll students for the DNP program by Fall 2018. iii. Completion of grant proposals and approval of curricula for a MEPN program by 2017-18.
	2. Create an optimal environment for the development, acquisition, and sharing of knowledge to meet the needs of a diverse society.	d. Evaluate existing program curricula to assure congruency and adherence to national standards and guidelines. e. Develop advances in professional competencies across programs based upon IOM Future of Nursing recommendations.	iv. All existing programs fulfill requirements of regulatory and accrediting bodies. v. Qualities of professional standards threaded throughout curriculum and specific programs.
	3. Provide educational experiences to support leadership development.	f. Strengthen student education in leadership. g. Prepare graduates to succeed in academic leadership roles.	vi. Graduates from all programs will report a leadership position in practice, research or education within 5 years of graduation by 2017. vii. Graduates across all programs will have returned for higher education within 5 years of graduation by 2017.

Objective	Strategies	Tactics	Outcomes
<p>II. Continue to build a diverse world-class faculty that is recognized for excellence in research, education, practice, and leadership.</p>	<ol style="list-style-type: none"> 1. Recruit diverse nursing faculty. 2. Retain nationally recognized diverse faculty who are leaders in research, education, and practice. 3. Develop strategies that recognize accomplishments of faculty. 	<ol style="list-style-type: none"> a. Hire seasoned educators with clinical expertise and productive programs of research who are strong members and role models for scholarship in an interdisciplinary environment. b. Support interprofessional training and collaboration. c. Hold leadership office in local, state and national professional organizations. 	<ol style="list-style-type: none"> i. Hire 4 FTE over the next 2-3 years. ii. Ranked as a top 25 US Nursing program by 2020. ii. Obtain School of Nursing status by 2017. v. Induction of 2 faculty /year as FAAN or equivalent professional leadership recognition.

Objective	Strategies	Tactics	Outcomes
III. Become a global leader of diverse and innovative education	1. Ensure optimal learning environments through the integration of human simulation and hybrid learning.	<ul style="list-style-type: none"> a. Integrate the use of simulation exercises and hybrid learning into undergraduate and graduate courses. b. Regular consultation with human simulation and IT experts to support undergraduate and graduate learning. c. Partner with UC Nursing programs to implement new learning opportunities. 	<ul style="list-style-type: none"> i. Integrate at least 1 state-of-the art simulation experience into all medical-surgical practicum for pre-licensure students and health assessment courses for post-licensure students. ii. Implementation of the UC multi-campus DNP (hybrid and collaborative learning).
	2. Expansion of clinical training opportunities (i.e. ambulatory care, public health settings) across the curriculum.	d. Develop a nurse residency program for pre- and post-licensure students that integrate clinical training in ambulatory care/public health settings.	<ul style="list-style-type: none"> iii. Nurse residency program for pre- and post-licensure students with an emphasis on ambulatory & public health settings by 2018. iv. Cross-list courses with other departments on campus (i.e. public health, pharm, etc.).
	3. Enhance teaching effectiveness through innovative technologies and new educational models.	<ul style="list-style-type: none"> e. Define IT needs in teaching, administration, and research. f. Identify priorities based on resources and needs. g. Seek IT and related expertise to complement existing staff and faculty resources. h. Identify funding and support for IT collaboration to utilize state of the art technology. 	<ul style="list-style-type: none"> v. An underlying database structure that meets information storage needs by 2016. vi. Websites with content created by individual faculty, student affairs, academic affairs, the research office, and IT available by 2016. vii. Multi-media tools and expertise will be consistently available to provide online classes, video conferencing and recording of presentations and interviews by 2016. viii. Funding to support resources for state of the art strategy by 2016.

Objective	Strategies	Tactics	Outcomes
IV. Develop cutting edge, revenue-generating courses and programs to address health care needs of underserved populations	<ol style="list-style-type: none"> 1. Capitalize on faculty expertise in revenue-generating program development. 2. Develop the administrative infrastructure to provide cost-analyses of these initiatives. 3. Keep abreast of nursing educational needs in the community so as to offer relevant and successful revenue-generating offerings. 	<ol style="list-style-type: none"> a. Offer 2 income-generating summer session courses by 2015. b. Offer 2 income-generating Certificate Programs to local and/or global audiences by 2016. c. Offer 4 CEU courses per year designed to improve workforce competency starting 2016. 	<ol style="list-style-type: none"> i. Implementation of 2 summer session courses by 2017. ii. Implementation of 2 income-generating certificate programs by 2016 iii. Implementation of 4 CEU courses in 2016

RESEARCH PROGRAM GOALS

- Develop areas of excellence to support basic and clinical research among nursing scholars using a translational science framework (Objectives 1 & 2)
- Strengthen our research infrastructure to support excellence in scholarship (Objective 3).

Objective	Strategies	Tactics	Outcomes
I. Increase the cadre of diverse, highly qualified and experienced faculty with well-established programs of research.	<ol style="list-style-type: none"> 1. Hire seasoned researchers with productive programs of independent research who are strong members and role models for scholarship in an interdisciplinary environment; 2. Establish networks of faculty with diverse backgrounds and intellectual perspectives within and outside the program to lead a specific program of research; and 3. Maintain productive programs of research and make scholarly contributions to the discipline 	<ol style="list-style-type: none"> a. Pursue high impact hire nomination with cluster hires; b. Actively search for well-funded, productive applicants in the ongoing searches for faculty and Program Director; c. Budget for additional FTEs to fulfill needs of for Nursing Science program; d. Identify and seek approval for distinguished professor position; 	<ol style="list-style-type: none"> i. Sufficient number of faculty members to assure that each student is provided with opportunities to generate new knowledge and its application and dissemination; ii. A core of mentors in one or more areas of research emphasis who participate in a scholarly learning community; iii. A strong record of external research funding and peer reviewed publications; iv. Hold grant-writing workshop(s) for faculty; v. Establish a grant-feedback mechanism within NS and its collaborators (maybe ask the WOS faculty members who do not currently do anything for us to help with reviewing faculty grants for feedback.
II. Enhance the rigor and mentoring of PhD students and graduates	<ol style="list-style-type: none"> 1. Create a sustainable infrastructure that fosters growth in research excellence for students and faculty (e.g. regular journal clubs, scholarly seminars); 2. Provide mentorship to graduate students that supports strong commitment to excellence in scholarship. 	<ol style="list-style-type: none"> a. Create a definition of mentorship for faculty with specific qualities and activities characteristic of a strong mentor; b. Hold monthly brown bags/journal club for faculty and students to share either their own work or an article related to their work; c. Sponsor quarterly colloquia with faculty from other disciplines to share their research 	<ol style="list-style-type: none"> i. Record of the number of students who are highly qualified, diverse, committed and motivated to develop a research career who are admitted and who complete the program; ii. Students demonstrate a pattern of productive scholarship by taking the lead in preparation of competitive grants for external funding and peer-review papers and presentations; and iii. Each faculty member should serve as the major advisor/chair and meet regularly with their advisees and provide thoughtful critique regarding student products

Objective	Strategies	Tactics	Outcomes
<p>III. Enhance research infrastructure resources that provide for the financial and academic needs of the students and faculty.</p>	<ol style="list-style-type: none"> 1. Increase the number of training and research grant proposals and other sources of external funding applied for by NS faculty; 2. Hire research administration experts to handle regulatory and funder compliance, peer review and IRB review management, budget assistance and compliance oversight, grants submission, and technical support for research design, data management and analysis; 3. Establish adequate classroom, seminar, and laboratory space and facilities; and 4. Establish a mechanism that values, supports, and rewards faculty and student scholarship and role preparation (e.g. support for presentations at scholarly meetings) 	<ol style="list-style-type: none"> a. Obtain funding for one P30/Center grants and/or P50 program project grants by 2017; b. Secure additional physical space for faculty research needs by 2016; c. 90% of tenure track faculty will have at least one externally funded project by 2018; d. 50% of doctoral students will have research training grants by 2017; and e. One new T32 will be obtained by 2018 	<ol style="list-style-type: none"> i. Number of externally funded research programs and training grants; ii. Presence of an active research office within the department that provides resources and support (e.g. pilot study funds, statistical consultation, assistance with budget preparation, and submission of grant proposals); iii. Designated study/office/meeting space for faculty research needs (e.g. laboratories, interview rooms, and supplies) and graduate student study, meeting, and socializing; and iv. Increase faculty applications for competitive pilot projects or for travel to meetings for scholarly presentations.

CLINICAL PROGRAM GOALS

- Develop a faculty team-based model of care in transitional and ambulatory settings
- Build an integrated faculty practice for healthcare and educational innovation
- Provide nursing leadership with community partners to support wellness

Objective	Strategies	Tactics	Outcomes
I. Develop an inter-professional and inter-disciplinary care model for ambulatory practice and education	1. Identify multiple national models of primary care	a. Survey UCI-MC, Kaiser, and other models utilized by our community partners. b. Identify national, state and local resources for building collaborative practice and education.	i. Develop an ambulatory care interprofessional practice and core education model for UC Irvine PNS
	2. Develop Transitional Care model based on Naylor	c. Survey UCI-MC, Kaiser, Care More to discern the current models utilized in our local practices. d. Design an educational program for MSN track with focus on transitional care. e. Build partnership with community leaders in transition care provision	ii. Establish a core partnership at UCI FHC for faculty practice and clinical education including education with medical students, residents, fellows and other professional partners. iii. Establish a Transitional Care model and education focus for graduate students
	3. Form partnership with Colleagues at FHC across Family Medicine, Internal Medicine, Obstetrics and Pediatrics to implement and refine full model.	f. Prepare Build mentorships with SOM Faculty in departments g. Identify full-range of team-members, from social work, pharmacy, dieticians, FMT, PT, OT and Community Health Workers	iv. Seek funding partnerships to further build interdisciplinary care provision and collaborative healthcare education.

Objective	Strategies	Tactics	Outcomes
<p>II. Build a robust faculty practice as core site for clinical education for MS and BS program</p>	<p>1. Partner with Family Medicine, and the FHC leadership team to develop an integrated interdisciplinary faculty practice.</p>	<p>a. Fall 2014 Wednesday Anaheim FHC launch Geriatric and Primary Care Faculty practice as model. b. 4 clinical faculty at Anaheim to develop practice with 3 FNP students</p>	<p>i. Patient numbers and UDS measures met in collaboration with FHC/Family Medicine ii. Geriatric patient population served</p>
	<p>2. Research Faculty and Clinical Faculty collaboration promoted</p>	<p>c. Leadership identified across faculty and partners d. Pilot research project launched 2015</p>	<p>iii. Underserved population provided strong primary care and preventive healthcare and education by team of MS + BS faculty and students</p>
	<p>3. MS + BS Partnership designed and piloted</p>	<p>e. Faculty practice integrates a model of nurses collaborating to practice to the full scope of their license in conjunction with other health professionals. f. Friday practice Spring 2015 Launch at Santa Ana FHC</p>	<p>iv. Research program established to integrate tenure-track faculty research into clinical faculty practice: Faculty practice 3-5 year plan to become a center for research innovation in nursing</p>
	<p>4. Build Business Model for Faculty Practice</p>	<p>g. Work with FHC Leadership to design sustainable model for faculty practice h. Identify national and local models and professional resources</p>	<p>v. Creation of Business Model for Faculty Practice to sustain practice and educational goals.</p>

<p>III. Provide nursing leadership with community partners to support wellness and serve underserved populations</p>	<p>1. Increase provision of services and benchmark care outcomes, including prevention, based on UDS measures</p>	<p>a. Increase Immunization rates in low income and underserved areas</p> <p>b. Engage in Obesity prevention initiatives in Santa Ana Community through partnerships.</p>	<p>i. Immunization Clinic with Wellness Festival events to be held 2015-2016</p> <p>ii. Coordinate Obesity Prevention education provided across programs</p>
	<p>2. Improve Health Literacy and Education in concert with our community partners</p>	<p>c. Focus on Health Education Curriculum in the following areas: nutrition, environmental health, safety and injury prevention, healthy relationships, reproductive health, and emotional health</p> <p>d. Generate models for successful nursing program partnerships with communities to promote health and wellness.</p>	<p>iii. Build and disseminate health education initiatives in community focused on El Sol Science and Arts</p>