The University of Rochester School of Nursing
Strategic Plan

2013/14-2017/18

EXECUTIVE SUMMARY

January 29, 2013
Goals and Strategies:

Goal 1: Generate innovative approaches to educate the next generation of diverse professionals to advance health care practice and science.

The challenge of meeting the health care needs of the future continues to increase in complexity and size. As our community ages and life expectancy increases, patient acuity requiring hospitalization and associated health care costs are increasing at a rate that is difficult to sustain.

In addition, innovations in health care, changes in payment/reimbursement methodologies and technological advancements has created a demand for health care professionals to continually increase knowledge base and expertise to effectively respond to patient care needs.

According to the 2010 Future of Nursing IOM report:

“The ways in which nurses were educated during the 20th century are no longer adequate for dealing with the realities of health care in the 21st century. As patient needs and care environments have become more complex, nurses need to attain requisite competencies to deliver high-quality care. These competencies include leadership, health policy, system improvement, research and evidence-based practice, and teamwork and collaboration, as well as competency in specific content areas such as community and public health and geriatrics. Nurses also are being called upon to fill expanding roles and to master technological tools and information management systems while collaborating and coordinating care across teams of health professionals. To respond to these increasing demands, the IOM committee calls for nurses to achieve higher levels of education and suggests that they be educated in new ways that better prepare them to meet the needs of the population.”

In order to successfully meet these growing challenges, health care systems will require nursing professionals who:

- Demonstrate clinical excellence in variety of healthcare settings
- Effectively work within an integrated health care team
- Utilize evidence-based practice
- Appropriately integrate technology into patient care
- Implement patient safety and quality standards
- Practice clinical efficiencies
- Focus on patient engagement
- Provide leadership in increasingly complex settings
- Practice a high level of cultural awareness

As a critical component of the healthcare workforce, the nursing profession must equip current and future nurses with the expertise to meet these growing challenges. To do so, the SON must develop curricular enhancements for existing and future nurses.
The three key strategies along with specific tactics required to achieve Goal 1 are:

1. Lead the development and enhancement of educational opportunities that incorporate cutting edge models of scholarship and practice, and effectively respond to national needs for health care expertise.
   **Tactics:**
   a) Create specific certificate/ degree programs addressing curricular demands of workforce
   b) Develop action plan to address the trajectory of Nursing from undergraduate to doctoral programs.
   c) Integrate interprofessional education/partnerships with academic programs.

2. Develop an Academy of Teaching/Learning Excellence invested in enhancing faculty and staff expertise required to achieve best practices relevant to innovative methods of teaching.
   **Tactics:**
   a) Conduct a needs assessment and develop an informed action plan.
   b) Integrate the URMC and CTSI mentorship and training programs within the SON (Collaboration with SMD/URMC/UR continuing education programs).
   c) Target recruitment of new faculty and staff to optimize expertise across content areas of educational theory and methods.
   d) Invest in training and continuing education opportunities for faculty and staff to enhance competency and expertise.

3. Develop a “Technology in Healthcare Consortium” to inform best practices in the use of technologies to improve the teaching/learning experience.
   **Tactics:**
   a) Convene a “Technology in Health Care” Committee/task force, consisting of stakeholders (key: SON, UR) to provide leadership in the investment and use of technology to advance the educational and research missions of the School (Activities could include needs assessments, developing project strategies, technology updates and in-house course design support).

**Goal 2: Foster synergistic partnerships to advance education, science and practice.**

The combination of an aging population, rising chronic disease, technological advancements and increasingly complex health care systems has created significant challenges for health care professionals. In addition, given the fiscal challenges to our health care system, it is imperative that we provide innovative approaches for improving care while reducing costs. To provide innovative solutions to improve health, access to care and reduce costs we will need to effectively partner with other disciplines of health care professionals, educators, scholars, community members and policy makers. The investment in partnerships and alliances that increase access to care and promote wellness are critical initiatives that will provide long term benefits through prevention of chronic illness.

An important recommendation suggested by the Institute of Medicine included training future healthcare providers to work in interdisciplinary teams will help facilitate this model resulting in improved healthcare outcomes for patients.

The following observations were published in an article by the Robert Wood Johnson Foundation in the September 2009, Health Policy Snapshot:
Collaboration between doctors, nurses and other health care providers—known as interprofessional collaboration—is not the norm in health care today. Interprofessional collaboration holds promise for reducing medical errors, improving the quality of care and meeting the needs of diverse populations. We can increase interprofessional collaboration by educating doctors, nurses and other health professionals together, and by retraining providers to work together.

Strategies and tactics to achieve goal 2:

1. Build collaborations necessary to achieve critical intra and interprofessional partnerships to enhance quality outcomes for education, research and practice.
   **Tactics:**
   a) Advance the Institute for Interprofessional Education’s vision and goals
   b) Expand collaboration with the Sovie Center (practice) and the Center for Nursing Research (nursing practice)

2. Develop partnerships to provide innovative multidisciplinary services and product lines which address community need and expand nursing opportunities.
   **Tactics:**
   a) Expansion of School Based Health Centers for underserved populations
   b) Partner with the Medical Center to develop a Center for Employee Wellness to provide wellness serves for University of Rochester employees and adapted for external organizations.

3. Forge regional and national alliances to maximize our influence in health care policy
   **Tactics:**
   a) Develop a sustainable systematic plan to increase representation on local, state, national and international decision-making bodies
   b) Expand expertise and involvement in health care policy field
   c) Increase faculty involvement and representation in NINR, AACN and NONPF

**Goal 3: Build nationally recognized research centers of excellence and advance programs of innovative research that contribute to a body of knowledge essential to promote health, prevent disease, and manage symptoms across diverse populations.**

The School’s research areas are currently very diverse and ever-changing due to difficulty recruiting and retaining senior faculty. This instability consequently creates further difficulty with attracting new post-doc fellows, junior and senior faculty candidates. In addition, this impeded on our ability to develop and maintain relationships with funding agencies and build a reputation of scientific excellence. To attract and retain promising researchers, strengthen grant applications and build a reputation in key health care areas, the School will focus resources on a few key research areas.

The emerging areas of excellence that will serve as the foundation for building research centers of excellence:

- Symptom identification, monitoring and management
- Health Promotion/Healthy Behaviors
- Health Care Delivery Systems
- Management of chronic illness and palliative care
Strategies and tactics to achieve goal 3:

1. Create a dynamic community of diverse scholars, invested in the research contributions of the SON and each others' success
   **Tactics:**
   - a) Formalize an inter-disciplinary mentorship program in which senior and mid-career faculty work closely with junior faculty to foster professional development (with recognized workload support)
   - b) Create a systematic process to support grant proposal development including external and internal reviews.
   - c) Encourage internal and external collaborations to increase external funding and collegial communication about current projects.
   - d) Provide support for manuscript writing including a writing work group and editorial assistance.

2. Increase strength and national visibility of URSON research areas of excellence.
   **Tactics:**
   - a) Focus faculty, postdoctoral and doctoral student recruitment to increase the breadth of individual programs in the targeted areas of excellence.
   - b) Foster faculty collaborations (both internal and external) to increase visibility of areas of research expertise (co-authored publications, presentations and grant applications).
   - c) Continue to support development of individual programs of research to build essential foundation (funding and publication) to support center of excellence funding opportunities.
   - d) Engage nationally known experts to advance URSON’s research mission (e.g. lecture series, visiting professors).
   - e) Increase doctoral student involvement in faculty research programs.

3. Develop effective recruitment strategy and recruit scientists (senior and junior levels) in targeted areas of excellence.
   **Tactics:**
   - a) Recruit senior and junior level scientists having complimentary areas of research.
   - b) Use recruitment of new faculty as opportunity to increase the diversity among faculty.
   - c) Increase number of post-doctoral candidates having aligned interest with existing faculty.

4. Increase collaborative research writing partnerships that ensure simultaneous multiple sources of funding.
   **Tactics:**
   - a) Respond to NIH and other center type funding opportunities through flexible and strategic utilization of faculty areas of expertise
   - b) Encourage faculty involvement in multiple R01s through collaboration and flexible use of principal investigator and co-investigator roles.
   - c) Encourage use of diversification of funders: NIH, other federal agencies (AHRQ, CDC), foundational, internal (for junior scientists)
   - d) Encourage use of government contracts, such as demonstration contracts

5. Align organizational resources to advance identified research areas of excellence.
Tactics:
   a) Assess and align organizational structure and resources to facilitate success
   b) Increase endowed positions and named centers (establish funded chairs and professorships- one of each per year for five years).

6. Develop research consortium to strengthen national agenda and create linkages among research faculty and interests.