University of Kansas
School of Nursing

Strategic Plan 2011-2013
School of Nursing: Profile

Students – 712 Total Students, Spring 2014
- 294 Undergraduate students
- 405 Graduate students
- 13 Certificate students

271 graduates 2013-14!

Faculty and Staff – 129 Total
- 77 Faculty Members
- 52 Staff Members, including NDNQI

U.S. News & World Report Rankings
- Nursing-Midwifery (12)
- Nursing-Master’s (24)

2013-2014 Volunteer Faculty:
899 active graduate programs preceptors
86 active undergraduate programs preceptors
Bachelor of Science in Nursing

RN-to-BSN/MS Degree Completion
Online, RN-to-BSN:
for Associate Degree RN's
Online, Master's completion

Master of Science in Nursing
*Nurse Midwife
Nurse Practitioner:
Family; Adult/Geriatric; Psychiatric
Clinical Research Management
Public Health Nursing
Organizational Leadership
Healthcare Informatics
Clinical Nurse Specialist: Adult/geriatric

Joint Degree Programs
MS Nursing/MPH Public Health
MS Nursing/MS Health Administration

Doctor of Nursing Practice (DNP)
& BSN-to-DNP
Advanced Practice Major
Leadership Major

PhD in Nursing & RN-to-PhD online
Nurse Scientist  Nurse Executive
Nurse Educator

Certificate Programs
Research Clinical Management
Midwife, FNP, Psych, Public Health,
Org. Leadership, Educator, Informatics

School of Nursing: Academic & Clinical Programs
2011- 2016
Strategic Planning

- Kansas Board of Regents
- KU – Lawrence (2011-2016)
- KUMC and School of Medicine (2011-2016)
- School of Nursing (2010/11-2013)
- School of Health Professions (2011-2014)
- School of Public Health (2011- accreditation)

Integrated Planning – in progress
2010: Initial Strategic Planning Committee Convened
Selected facilitator – Tim Fallon, TSI Consulting, Inc.
   Kelli Kramer-Jackman
   Karen Wambach
   Marge Bott
   Moya Peterson
   Lou Loescher-Junge
   Sandi Sanchez

2011: Acquired Data and Constituent Input, spring 2011
   17 focus groups and 8 individual interviews
   • 6 faculty and 2 staff sessions
   • Silver City Health Center
   • KUMC Stakeholders
   • Center for Health Informatics
   • SVC Leadership Team
   • Students
   • KUMC and KU Hospital Leadership
   • Key Researchers
   • Executive Vice Chancellor
   • Advisory and Alumni Boards
   144 participants in all – Thank You To Everyone!

Leadership Retreat: Mission, Central Challenge and Strategic Priorities Identified
   25 SON Faculty and Staff members participated in a 2-day retreat

Committees and Taskforces begin work, fall 2011
Report to KUMC Leadership, December 2011

2012: Year 1 and 2 Goals Concluded
   SON aligns with KUMC Strategic Planning Goals, KU Bold Aspirations, and KS Board of Regents Foresight 2020

2013: Remaining Year 3 goals evaluated, summer 2013

2014: Strategic Plan 2011-2013 ends
   Planning Committee determines future path for strategic planning
Mission
Educate students for diverse and changing roles as clinicians, educators researchers and leaders; discover new knowledge for nursing & health care practice; and apply our expertise in service to the global community

Central Challenge
Provide Innovative Leadership to Shape the Future of Nursing In and Beyond Kansas

Strategic Priorities
1. Provide Optimum Portfolio of High Quality Academic Programs
2. Showcase Core Strengths of the Scholarship Portfolio
3. Increase School of Nursing’s Regional Impact and National Visibility
4. Diversify Funding to Increase Sustainability
5. Leverage Innovative, Adaptive Organizational Capacity

Strategic Objectives
25 objectives – by 2014, nearly all of KU School of Nursing Objectives Met! Planning Next Steps for Future Strategic Planning.....

Cross Cutting theme
Strengthen Alignment with the Kansas University Medical Center
University of Kansas School of Nursing
Strategic Map: 2011-2013

Mission: Educate students for diverse and changing roles as clinicians, educators, researchers, and leaders; discover new knowledge for nursing and healthcare practice; and apply our expertise in service to the global community.

Provide Innovative Leadership to Shape the Future of Nursing In and Beyond Kansas

Strategic Priorities
- Provide Optimum Portfolio of High Quality Academic Programs
- Showcase Core Strengths of the Scholarship Portfolio
- Increase School of Nursing’s Regional Impact and National Visibility
- Diversity Funding to Increase Sustainability
- Leverage Innovative, Adaptive Organizational Capacity

Cross Cutting Theme

Central Challenge

Strategic Objectives

Actions In Progress
Actions Complete
KUMC: Engaging Minds. Leading Healthcare.

**Goals**
- **Educate**
  - Educate outstanding students...
  - In a team-based learning environment...
  - By outstanding educators...
  - Through excellent academic programs.

- **Discover**
  - Expand knowledge...
  - In a team-based research environment...
  - Through astonishing research in all areas of science...
  - By aligning minds across all of our schools.

- **Heal**
  - Deliver the best care...
  - As a team with our partners...
  - By optimizing how we think and act...
  - Putting the patient first.

- **Engage**
  - Serve Kansans...
  - As an interdisciplinary team...
  - Through coordinated outreach activities...
  - Informed and guided by our communities.

- **Innovate**
  - Strive for constant, never-ending improvement...
  - By a team of leaders at all levels...
  - By engaging minds and resources...
  - To accomplish our best work every day.

**Key Results**

**Competencies**
- Alignment, Collaboration, Communication, Cultural Competence
- Diversity and Inclusion, Ethical Behavior, Professionalism

**Measures**
- Implement a balanced composite of measures tied to needs, strategies and goals
Educate: Provide Optimum Portfolio of High Quality Academic Programs (SON Goal A)

KU School of Nursing recognized as NLN Center of Excellence in Education:
Creating Environments that Enhance Student Learning and Professional Development
• Model Teaching/Learning Strategies
• Develop of Students as Nursing Professionals
• Rigorous Scholarship Expected of Faculty and Students
• Promote Academic Progression and Life-Long Learning

One of 17 among 1,200 schools!

KU School of Nursing engages in Continuous Quality Improvement of All Academic Programs:
• Key Workforce Needs
• Trends in Clinical Care
• Evidence-based Science
• Cultural Influences

Educate outstanding students in a team-based learning environment by outstanding educators through excellent academic programs
**Objective “A”: Provide Optimum Portfolio of High Quality Academic Programs**

**Related Objectives:** A1: Assess current and future programs considering key needs, trends, and cultural competencies; A-2: Prioritize range of programs and determine the target enrollment of each; A-4: Develop/implement a dashboard of quality indicators within and across programs

**Year-one Progress:**
- Examine present determinants for program enrollment
- Identify key themes that impact nursing education
- Interview key people to identify issue impacting nursing education
- Summarize findings, compare with present programs to propose new program & enrollment priorities
- Document credentials & competencies for faculty in each program
- Develop dashboard indicators

**Team Leaders:**
- Edna Hamera, Kelly Bosak, Elaine Domian

**Team Members:**
- Adam Keener
- Cara Busenhart
- Leonie Palikkathayil
- Vicki Hicks
- Jackie Nowak
- Jeanne Schott
Educate and Innovate: Academic Leadership

Leading first-ever Kansas RN Workforce Survey for strategic educational planning in our region

Partnering with first 6 area Community Colleges Nursing Programs to advance BSN Education in Kansas
12 Other Kansas Community Colleges in Articulation Planning

Improving doctoral education effectiveness for PhD and DNP: Better Teaching/Learning Outcomes
* Advanced Practice Intensives
* NEXus, Nursing Education Exchange – 16 member schools

Creating The Kansas Model: A Standards-Driven, Evidence-Based Core BSN Shared Curriculum

Promoting Scholarship and Research success for Faculty, Students and Collaborators across KUMC

Supporting Financially the Higher Education Goals of Faculty Scholars as Professional Development for KU SON

Educate outstanding students in a team-based learning environment by outstanding educators through excellent academic programs
Nursing students work with physical therapy students in clinical learning lab!
Discover: Showcase Core Strengths of the Scholarship Portfolio (SON Goal B)

KU School of Nursing NDNQI Team: Turning Data Into Solutions
>1,950 Hospitals Submitting Data for Analysis and Benchmarking
19 Indicators of Nursing Impact on Clinical Care Outcomes
(8 New Indicators 2013-2014)
Implemented Interactive Dashboard Reporting
11 Publications and 20 Presentations each year
Supports Research Aims of KUMC and KUMC RI

NDNQI
Quality Improvement Solutions from ANA

Populations
Cardio-pulmonary, Women’s & Children, Mental Health, Gerontology, Oncology

Outcomes
Health Services, Nursing Quality & Patient Safety, Bio-behavioral, Informatics

Approach
Large Database Analysis, Evaluation, Comparative Effectiveness, Community-based Participatory Health Promotion/ Illness Management

Expand knowledge in a team-based research environment through astonishing research in all areas of science by aligning minds across all of our schools
New grant awards (FY 2014 to-date)

Martha Baird
- Promoting Refugee Women’s Health in Resettlement
- Frontiers and KUMC RI, $20,000

Heejung Kim
- A Brain Fitness Program for Adults with Mild Cognitive Impairment,
- Alzheimer’s Center and KUMC RI, $25,000
- Trailblazer Award, Frontiers, $2,116

Nancy Dunton
- Two Work order contracts
- ANA, $223,471

Carol Smith
- Trailblazer Award, Frontiers, $1,540

Debbie Ford
- HRSA Nurse Faculty Loan Program Award (NFLP), $17,832

Hartley Centennial Professor
Janet Pierce, PhD, APRN, CCRN, FAAN
Investiture
May 12, 4:00 p.m.
Objective B-2: Focus Core Research Strengths for Funding and Recruitment

Year-one Progress:
- Conduct assessment of current research strengths
- Refine & revise assessment of strengths include developing & emerging research areas
- Revise marketing & recruitment materials to showcase core research

Team Leader:
Marge Bott

Team Members:
- Priscilla Reckling
- Geri Neuberger
- Lauren Aaronson
- Ubolrat Piamjariyakul
- Catherine Cole
Office of Grants and Research (SON/SHP)  
FY 14 New Grant Submissions  

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<th>School</th>
<th># of Proposals</th>
<th>Total Costs</th>
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<td>School of Nursing</td>
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<tr>
<td>School of Health Professions</td>
<td>28</td>
<td>$9.1 mil</td>
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<tr>
<td>Total</td>
<td>47</td>
<td>$15.7 mil</td>
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07/01/13 - Current
KU HealthPartners: Faculty Practicing Nursing with KUMC Students

- Wyandotte Health Foundation: $150,000 (core operating support), awarded 2013 and again in 2014
- Health Care Foundation of Greater Kansas City: $125,000 (mental health project), awarded summer 2013-2015
- REACH Healthcare Foundation: $65,000 awarded winter 2014-2015

Silver City Health Center 2013

1,203 patients
4,904 visits

92% of the patients are from Wyandotte County

43% uninsured and 78% of those qualify for free care
44% - Medicaid
9% - Commercial Insurance
4% - Medicare
Heal: Deliver the best care as a team with our partners by optimizing how we think and act putting the patient first (KUMC goal)

Tremendous Progress in Interprofessional Education & Simulation
- High level of SON Faculty and Student Participation!
- Campus-wide Students in IPE Activities = 1,356 in past year
- SON Faculty Lead Interprofessional Collaboration in Acute Care Clinical Practice Grant (ICAP-Peds) (LaVerne Manos, et al)
- KUMC Becomes Innovations Incubator in National Center for Interprofessional Practice and Education
- SON Collaborates with Kristy Johnson, MSW, in Facilitation of Center for Interprofessional Education and Simulation (CIPES) at KUMC
- KU SON Clinical Learning Lab increases support of SOM, SHP and KU Hospital in IPE and Simulation Activities by >30% in 2013-14
Engage: Increase School of Nursing’s Regional Impact and National Visibility (SON Goal C)

- KU SON Facilitating Success of Kansas Regional Action Coalition and collaborating with RAC efforts in Missouri
- KU SON leading in first-ever Kansas RN Workforce survey to gather data for strategic educational planning in State:
  Sent to 44,568 Kansas RNs in 2013, with 6,948 RNs responding (15.6% response rate)
- KU SON Faculty engage in academic consulting opportunities on concept-based BSN education and active learning classrooms
- KU SON Faculty design the Clinical Playbook, a resource with 51 Focused Learning Activities (FLAs) used to enhance clinical learning opportunities throughout the BSN program
  - KU SON Faculty engage in numerous Regional, National and International presentations and publications
  - KU SON Faculty engage in entrepreneurial efforts for curricular design

Serve Kansans as an interdisciplinary team through coordinated outreach activities informed and guided by our communities
Objective C: Increase School of Nursing’s Regional and National Visibility

Related Objectives: Objective C2: Increase the Engagement of the Alumni and Advisory Boards; Objective C3: Integrate IOM Future of Nursing report to shape health care policy at all levels

Year-One Progress:

✓ Increase Board member participation in Strategic Planning (focus groups, follow-up interviews, inaugural Nightingale Ceremony)
✓ Continually inform Board of strategic plan progress (semi-annual reports)

☐ Work with stakeholders to implement recommendations of IOM Future of Nursing Report
☐ Select & implement components of IOM Future of Nursing report for KU SON missions
☐ Monitor policies for their implications for KU SON and KUMC
☐ Consult with stakeholders to implement influence strategies for selected policies
☐ Collaborate with KUH & other KS hospitals on action coalition

Team Leaders C2: Karen Miller, Jennifer Keeton
Team Members:
• Bob Spaniol
• Lou Loescher-Junge

Team Leaders C3: Deb Ford, Diane Ebbert
Team Members:
• Bridget Koan
• Karen Miller
• Marilyn Parker
• Moya Peterson
• Nina Shik—Clinician representative from KU Hospital
Leverage Innovative, Adaptive Organizational Capacity (SON Goal E)

Strive for constant, never-ending improvement by a team of leaders at all levels by engaging minds and resources to accomplish our best work every day.

Interprofessional Education & Simulation SON Faculty Participation

Nancy Barr
Jenny Beerman
Chito Belchez
Lorraine Buchanan
Cara Busenhart
Jennifer Cha
Helen Connors
Kathy Fletcher
Debbie Ford
Elaine Frank-Ragan
Nelda Godfrey
Dion Koch
Kelli Kramer-Jackman
Sharon Kumm
Delois Laverentz
LaVerne Manos
Mary Meyer
Heather Nelson
Gretchen Perry
Christina Phillips
April Roche
Karen Tarnow
Lou Loescher-Junge
Karen Miller

KU Center for Health Informatics

Strive for constant, never-ending improvement by a team of leaders at all levels by engaging minds and resources to accomplish our best work every day.
Innovate: Leverage Innovative, Adaptive Organizational Capacity (SON Goal E)

Faculty & Staff Enhancement Program: Five-Year Plan to Support Our Growth

• 13 KU SON paid, teaching Faculty Scholars in PhD or DNP Programs
• > 200 Publication Support Consultations with SON editor-in-residence
• 460 individual Wellness & Self-care sessions + Walk at Work Exercise Program + Healing Kitchen Nutrition Education
• Cultural Enrichment & Diversity efforts
  • Curricular activities, CE and Faculty and Staff Interactions
  • Native American Healthcare, ABCs of LGBT Health, Understanding Islam for Today’s Healthcare Provider, Silent Racism, Afghanistan Experience, retreats, etc.
  • KCK Days for Community Engagement, SON Cultural Enrichment Book Club
• RESPECT Program for civil interaction in SON and across KUMC
• $127,000 funding for Faculty and Staff Personal Choice Professional Development (2008-13)
Innovate: Leverage Innovative, Adaptive Organizational Capacity (SON Goal E)

Faculty & Staff Enhancement Program

Phase II:

Professional Development:

Campus-wide Civility Effort

• March 6, 2014: Michael Woods, MD, The Civility Connection

Mentoring

Faculty Mentoring Program

• In Planning for Faculty Approval for FY 2015 Start

Staff Mentoring Program

• Shared Administrative Group Planning Program
• FY 2015 Pilot: 3 pairs, Group & Individual sessions + project or professional experience

Wellness & Self-care

3rd Annual Walk at Work – April 30, 11:00 a.m. – 1:00 p.m. – join the group discussion!

Mindful Meditation Series – May 2014!

Publication Support – Sally Barhydt, ongoing

Cultural Enrichment & Diversity – SON Committee work, KUMC-wide Diversity & Inclusion Planning
Competencies & Measures:

Diversify Funding to Increase Sustainability (SON Goal D)
Strengthen Alignment with the Medical Center (SON Cross-cutting Theme)
Strategic Objective “D”: Diversify Funding to Increase Sustainability

Related Objectives: D1: Develop a Case Statement for a Focused Portfolio of Key SON Initiatives; D2: Collaborate with KUEA to Secure Philanthropic Support for Key SON Initiatives

Year-One Progress:

- Initiate internal campaign to support Silver City Health Center (United Way, etc.)
- Secure annual foundation grant funding to support Silver City Health Center
- Submit proposal for external funding to support RN-BSN completion program with JCCC
- Review existing scholarship opportunities & unresolved areas of need with KUEA
- Increase doctoral level support

Team Leaders:
Karen Miller
Rita Clifford
Peggy Person (KUEA)
Strategic Objective D5: Explore Options to Exchange Educational Services as a Funding Source

Strategic Objective “D”: Diversify Funding to Increase Sustainability

Year-One Progress:
✓ Conduct assessment of methods of current exchange
  • NEXUS
  • CERNER Academic Business Partnership (year 8, annual evaluating and planning in progress)
✓ Refine assessment
✔ Research additional opportunities of exchange
✔ Implement identified exchange options

Track Leader:
Adam Keener

Team Members:
• Cynthia Teel
• April Roche
• Edward Wilson
• Sally Sedarous
**Objective E3:** Integrate Cultural Competency Practices Across All School of Nursing Communities

**Year 4 of Faculty & Staff Enhancement Program**

**Year-one Progress:**
- Review relevance of Complexity Theory and Levels of Readiness Theory
- Evaluate peer models
- Optimize current Cultural Enrichment Board; extend collaboration
- AACN Standards in curricula evaluated and enhanced (Peltzer, Hicks, Frank-Ragan et al, SEEDS cases)
- Demonstrate **leadership in learning, applying, and evaluating** (assessment) cultural competence development. *ongoing*
- Culturally competent programming underway that creates a thought provoking environment for critical discussion and behavior change.
  - Silent Racism, Afghanistan Experience, Islam for Today’s Health Care Professional, LGBT Health, KCK Days, etc.
- Develop a context for interpreting and implementing culturally competent education for faculty, staff and students.

**Track Leader:**
Elaine Frank-Ragan

**Team Members:**
- Edward Wilson
- Lisa VanHoose (Health Professions)
- Bridget Koan
- Lou Loescher-Junge
- Donna Clausen
- Elaine Domian
- Jackie Nowak
- Jennifer Keeton
Martha Baird, PhD, APRN/CNS-BC, CTN-A
2013 Jean Johnson Nursing Research Development Award

“Translation of the Hopkins Symptom Checklist-25 (HSCL-25) into Dinka: A South Sudanese Tribal Language”

Featured in the Kansas City Star
Objective E5: Develop and Implement Succession Planning

Year-One Progress:
- ✓ Develop transition assumptions re: courses, academic intellectual property, career phases and transitions
- ❏ Develop Mentoring program for faculty, staff, and leadership roles
- ❏ Develop, implement & analyze faculty/staff survey re: mentoring & professional development
- ❏ Conduct review of literature & other sources on succession in academic health centers
- ❏ Document various facets of succession in academic settings
- ❏ Transition knowledge to next generation of faculty & staff

Track Leader:
Diane Boyle

Track Members:
- Priscilla Reckling
- Victoria Wangia
- Edward Wilson
- Steering Committee
- Advisory: Carol Smith
Our Mission

Educate students for diverse and changing roles as clinicians, educators, researchers and leaders; discover new knowledge for nursing & health care practice; and apply our expertise in service to the global community