

UNIVERSITY OF MAINE AT FORT KENT
DIVISION OF NURSING

Strategic Nursing Plan
2011-2015

Prepared by the members of the Division of
Nursing



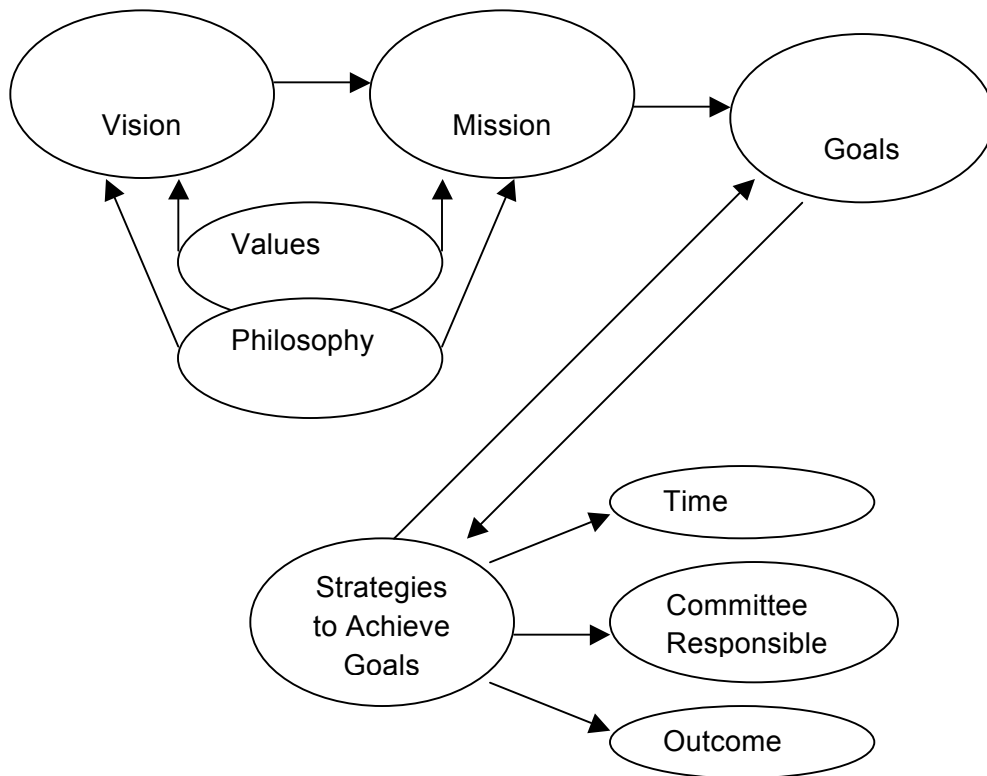
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2011

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STRATEGIC PLANNING FRAMEWORK



UNIVERSITY OF MAINE AT FORT KENT
Division of Nursing
Program Vision, Mission, Philosophy

Vision

The Division of Nursing provides a rigorous Baccalaureate of Science Nursing education founded upon the liberal arts, which prepares professional nurse graduates who serve in a complex global society. This education develops graduates to be innovative critical thinkers who are leaders in the rapidly changing health care environment.

Mission

As an integral part of our parent institution, our mission is to graduate professional nurse leaders who are prepared as generalists. As generalists, they are resourceful in allocating limited resources and providing services for patients across the continuum of care in rural Maine and beyond. The faculty are committed to excellence in educating professional nurses who have the knowledge, attitudes, and skills to maintain, promote and optimize the dynamic health and wellbeing of patients in local and global communities.

In fulfillment of this mission, we are committed to:

- Grounding baccalaureate nursing education in the liberal arts to support the development of global citizenship;
- Developing knowledge, attitudes, and skills in organizational and systems leadership, to improve quality care and patient safety;
- Teaching that best-practice nursing care stems from the application of evidence-based nursing science;
- Developing knowledge, attitudes, and skills in information management and patient care technologies, which are critical in the delivery of quality patient care.
- Promoting an understanding of health care policy, finance, and regulatory environments and the influence these factors have in shaping nursing practice and the health care system;
- Fostering skills in communication and collaboration with other healthcare professionals to optimize the outcome of patient-centered care;
- Valuing health promotion and disease prevention across the lifespan to improve individual and population health;
- Communicating that professionalism and the inherent values of altruism, autonomy, human dignity, integrity, and social justice are fundamental to the discipline of nursing;

- Assisting the baccalaureate-prepared meet the needs of diverse patient populations, including individuals, families, groups, and communities across the lifespan and the continuum of healthcare environments; and,
- Fostering the clinical reasoning skills required to meet the complexity and diversity of patient-centered care needs within the limited resources of the health care system.
- Facilitating experiential learning opportunities that cultivate the acquisition of the knowledge, skills, and attitudes characteristic of a professional nurse. These characteristics involve goal-setting, critical thinking, planning, problem-solving, as well as reflection, observation, and review as aspects of learning.

Philosophy

As faculty, we believe:

- **Person** to be individuals, families, groups, communities, and populations. Person is a unique and holistic entity, comprised of mind, body, and spirit, and characterized by diverse values, preferences, and expressed needs.
- **Nursing** is a knowledge and practice-based profession, the purpose of which is to meet the complex health needs of diverse persons across the lifespan who live and work in ever-evolving environments. Nursing promotes health, reduces risk for illness and injury, and attends to the needs of person in multiple settings when disease, disability, disaster, or death occurs.
- **Environment** is the internal and external factors (physical, psychological, social, emotional, cultural, behavioral, economic, political, ethical, and spiritual) that influence the health, wellness, and illness of person. These factors can be manipulated to optimize the health and wellbeing of person.
- **Health** is unique to each person and evolves from values, beliefs, culture, and environment of person. Health can be optimized across the lifespan through knowledge, skills, and attitudes.

As faculty, we believe we are responsible for fostering an effective learning environment that is collaborative and supports self-direction in the learner. Faculty teach and support students to develop thinking strategies (logic, reasoning, problem-solving, critical thinking) and communication skills, as well as to utilize the evidence-base of nursing in their practice. Faculty endeavor to teach curricular content directed at developing the competencies fundamental to the practice level of the learner, and ultimately to that of the entry-level practitioner. (Adapted from: AACN [2008], *The Essentials of Baccalaureate Education for Professional Nursing Practice*)

Program Goals

In fulfillment of this mission, the Division of Nursing will:

Mission and Governance:

- Develop partnerships to provide nursing and health care services to meet needs of clients in the local, national, and global community;
- As a resource to the professional community, provide educational and enrichment opportunities through programs and services that foster excellence in leadership and practice;

Institutional Commitment and Resources:

- Recruit and admit a high achieving student population;
- Cultivate and enhance alumni interest through increased communication and student-faculty alumni programming and development initiatives;

Curriculum and Teaching Learning Practices:

- Prepare professional nurses to assume leadership roles in a dynamic and complex health care system;
- Provide opportunities for students to expand their clinical learning in a broad spectrum of practice settings and with a variety of client populations;

Student Performance and Faculty Accomplishments

- Increase opportunities for faculty development and research;
- Student Nurses Organization offerings will be responsive to community healthcare needs.

Mission and Governance

Goal 1: Develop partnerships to provide nursing and health care services to meet needs of clients in the local, national, and global community

Objective	Strategy	Measure	Responsible Party	Deliverable
The Division of Nursing (DON) satisfactorily meets workforce demands in our region, particularly in increasing percentage of BSN-prepared nurses	Survey and receive constructive input from Nursing Advisory Council (NAC)	Meet with NAC twice per year to solicit input regarding workforce needs	Business Committee	Regional workforce needs will affect distribution of seats for students (e.g., increase in RN to BSN program)
	Nursing faculty will seek membership on healthcare agency board	Nursing faculty member will attend board meetings for a local healthcare agency	Business Committee	Faculty will develop relationships with health care providers
	Nursing faculty will attend NAC meetings at local Community Colleges	Annually	Business Committee	Faculty will strengthen relationships with Maine Community College system
	Nursing faculty will serve on statewide task force and committees to address nursing workforce needs	UMFK Nursing faculty will maintain presence on statewide nursing committees (IOM task force; PEP/PIN RWJ; Evidenced-Based Practice Consortium)	Business Committee	UMFK programs will coordinate and share resources where appropriate
	Conduct both clinical and site evaluations	Annually in spring semester	Evaluation Committee	Feedback from institutions will be used to assure that workforce needs are being met

Objective	Strategy	Measure	Responsible Party	Deliverable
	Implement clinical placements across the lifespan (LTC, community, acute, public health, provider's office)	Annual, Clinical Placement table review reveals placement in diverse areas and specialties	Curriculum Committee	UMFK students will be prepared for work in diverse settings
<p>2. Student representation for program input is maintained at all levels (Freshman, Sophomore, Junior and Senior; additionally a representative from the accelerated students)</p> <p>RN to BSN Blackboard site is maintained by the RN to BSN advisor to solicit curricular input from RN students</p>	<p>Select a freshman, sophomore, junior, senior, and accelerated student representative prior to the first curriculum meeting each fall.</p> <p>Each representative is invited to attend each curriculum committee meeting to share student body concerns over curricular issues. RN students are encouraged to give feedback related to curriculum</p>	Full student body representation ensured annually	Curriculum Committee	Student feedback is incorporated into curriculum

Goal 2: As a resource to the local nursing community, provide professional development and enrichment opportunities through educational offerings to foster excellence in leadership and practice

Objective	Strategy	Measure	Responsible Party	Deliverable
Conduct needs assessment of community providers to determine continuing education needs	During continuing education offerings, participants will be surveyed to assess other learning needs within the student body and our alumni and community of interest	Chair of the Continuing Education Committee will report findings and plan two continuing education activities per year to meet learning needs	Continuing Education Committee	Community needs assessment will reflect current education needs in our region
Provide opportunities for continuing education based on identified needs of nursing community and nursing students	Planning and delivery of continuing education offerings based on identified areas of need for nurses and nursing students	Two planned continuing education activities offered by UMFK during academic year to address identified needs of area nursing community Collaboration in planning and provision of continuing education offerings sponsored by area agencies	Continuing Education Committee	Evaluation by participants of each continuing education attended GAP Analysis
Strive to serve as a resource to the professional community by providing educational and developmental opportunities	Nursing Honor Society (NHS) will sponsor two scholarly activities per year NHS offering once per year will be clinically focused and one offering	NHS offering in the fall will be clinically focused	Continuing Education Committee	NHS will offer two scholarly events per academic year

Objective	Strategy	Measure	Responsible Party	Deliverable
	will be leadership, policy, or research based	NHS offering in the spring will have a leadership, policy, or evidence-based practice focus		

Institutional Commitment and Resources

Goal 3: Recruit, admit, and retain a high achieving student population

Objective	Strategy	Measure	Responsible Party	Deliverable
<p>Establish admission criteria to facilitate entry of students who are academically prepared to succeed in a rigorous nursing program</p> <p>Strive for entering high school students with a cumulative SAT score of 1100 or higher</p>	<p>Benchmark admission criteria to peer nursing programs</p> <p>Meet twice per year with Admissions staff and Dean of Enrollment Management to evaluate and compare admissions criteria with student progress and success</p>	<p>Establish a data collection system which tracks student success relative to admission criteria</p>	<p>AAA Committee</p> <p>IR</p>	<p>Improved retention and persistence to graduation rates</p> <p>NCLEX pass rates at or above state and national averages</p>
<p>Promote nursing as a career to prospective students in state, out of state, and beyond</p>	<p>Promote SNO student participation in state and national conferences</p> <p>Create a Student Ambassadors sub-committee (sub-committee of SNO) to assist Admissions with recruitment efforts</p> <p>Consult with Enrollment Management and Admissions staff to determine best practice</p>	<p>SNO executives will attend one event per semester at state or national level</p> <p>Student Ambassadors will assist Admission staff with phone calls, visiting high schools, and recruitment activities</p> <p>Nursing camps for prospective traditional students</p>	<p>Business Committee; SNO Advisor</p> <p>Business Committee; SNO Advisor; Dean of Enrollment Management</p> <p>Business Committee Enrollment Management & Admissions staff</p>	<p>Improved retention and persistence to graduation rates</p> <p>Increase of prospective student interest in nursing program tracks (traditional, RN-BSN,</p>

Objective	Strategy	Measure	Responsible Party	Deliverable
	<p>approach for effective promotion of nursing program</p>			<p>accelerated); increase in enrollment of academically prepared students to nursing program</p>
<p>Provide students with early exposure to nursing curricula, allowing students to make informed decisions regarding their career choice</p>	<p>Nursing majors will be admitted directly into the nursing program</p> <p>Regularly admitted nursing students will take one nursing course with a clinical and/or laboratory component each semester</p>	<p>Faculty and staff advisors will ensure proper advisement of nursing students</p>	<p>Nursing faculty and nursing program student advisors</p>	<p>Improved retention and persistence to graduation rates</p>
<p>Graduation rates for post-sophomore year students is $\geq 75\%$ at 4 years</p>	<p>Collect data on post-sophomore year graduation rates</p> <p>Determine those factors contributing to student graduation within 4 years of sophomore year completion (limited work hours; peer tutors; HESI success)</p>	<p>Data will demonstrate a $\geq 75\%$ graduation rate within 4 years</p> <p>Data will demonstrate a $\geq 75\%$ graduation rate within 4 years</p>	<p>AAA Committee; IR</p> <p>AAA Committee; IR</p>	<p>Improved retention and persistence to graduation rates</p>
<p>Increase retention efforts for nursing students</p>	<p>Decrease the advisor to advisee ratio</p>	<p>Advising load will equal approximately 30 advisees per advisor</p>	<p>AAA Committee</p>	<p>Improved retention and persistence to graduation rates</p>

Objective	Strategy	Measure	Responsible Party	Deliverable
	<p>Increase number of courses offering Supplemental Instruction (SI)</p> <p>Maintain nursing faculty testing and remediation release time</p> <p>Identification of all at-risk students (defined as those students earning a grade of C- or less)</p> <p>Utilize learning contracts as needed for at-risk students</p>	<p>Student Support Services will identify those courses posing highest risk for students</p> <p>Develop policy to increase attendance at SI sessions</p> <p>Nursing faculty member will receive one credit release time to conduct testing and remediation services</p> <p>Nursing faculty will utilize the established Early Alert and Mid-Term Grade Report systems consistently to report those students at-risk of failing</p> <p>Learning contracts will be established for those students at risk of failing a course at mid-term</p>	<p>AAA Committee; Student Support Services; Student Success Coordinator</p> <p>AAA Committee; Student Support Services; Student Success Coordinator</p> <p>Business Committee</p> <p>Nursing faculty</p> <p>Nursing faculty</p>	

Goal 4: Cultivate and enhance alumni interest through increased communication, alumni continuing education programming, and development initiatives

Objective	Strategy	Measure	Responsible Party	Deliverable
Establish a plan to increase alumni participation in DON activities and ceremonies	Determine need for increased simulation offerings	Practicing nurses and alumni will utilize NOELLE and HAL once per year	Business Committee; NRC Manager	Increased participation from alumni and practicing nurses
	Identify the continuing education needs of our alumni	Increase attendance at continuing education offerings by alumni	Continuing Education Committee	
	Engage nursing alumni in NHS events	Increase alumni attendance at NHS events	NHS faculty liaison	

Curriculum and Teaching Learning Practices

Goal 5: Prepare professional nurses ready to assume leadership roles in this dynamic and complex health care system

Objective	Strategy	Measure	Responsible Party	Deliverable
Ensure the curriculum is aligned with national standards for baccalaureate education	Continue to administer nationally-normed standardized tests to include all nursing specialty areas and a comprehensive exit exam	Student HESI exam results will meet or exceed established benchmarks	Evaluation Committee	NCLEX pass rates at or above state and national averages
	Provide early identification of at-risk students to promote the likelihood of their	Assessment of course performance; consultation with remediation nursing		Survey results will meet or exceed established benchmarks

	success	faculty for at risk students (i.e., failure on first attempt on standardized exam); student participation in remedial opportunities		
	Continue exit, graduate, and employer surveys	Program level and exit surveys are completed each spring with current students Graduate surveys completed within 12 months of graduation Employer surveys completed within 12 months of graduation		

- **Goal 6: Provide opportunities for students to expand learning by participating in a broad spectrum of practice settings and with a variety of client populations**

Objective	Strategy	Measure	Responsible Party	Deliverable
Accommodate increasing student enrollment numbers ensuring all nursing students participate in diverse learning experiences	Expand clinical placement sites as needed for preceptorship placement	Clinical agency agreements will increase by 2/year	Director, Division of Nursing; Administrative Assistant, Division of Nursing; Nursing Preceptor Faculty	Preceptorship opportunities are expanded for students seeking an urban and/or out-of-state experience
Increase curricular emphasis on quality, safety, and systems	Each senior nursing student will spend one day during preceptorship with a case manager	Student self-evaluation of <i>Systems-Based Practice</i> competency will equal a 4 or 5 on a 5-point Likert scale, with 1= strongly disagree and 5= strongly agree	Curriculum Committee; Preceptor Faculty	Graduates will be better prepared to assume roles expected of RN's
	Each senior nursing student will spend one day during preceptorship with a nurse responsible for quality improvement	Student self-evaluation of <i>Quality</i> competency will equal a 4 or 5 on a 5-point Likert scale, with 1= strongly disagree and 5= strongly agree	Curriculum Committee; Preceptor Faculty	Graduates will be better prepared to assume roles expected of RN's
	Students will identify in lab and clinical the safety measures instituted to ensure patient safety	Student self-evaluation of <i>Safety</i> competency will equal a 4 or 5 on a 5-point Likert scale, with 1= strongly disagree and 5= strongly agree	Curriculum Committee; Preceptor Faculty	Graduates will be better prepared to assume roles expected of RN's
Establish an international	Partner with another U	Students are able to	Curriculum Committee;	Students will have the

learning experience for students	<p>Maine System school of nursing that has an established international experience for students</p> <p>Explore collaboration with American Red Cross to offer Disaster Preparedness for nursing and public safety students as well as practicing professionals</p>	<p>participate in an elective, international experience by summer of 2012</p> <p>American Red Cross will offer a Disaster Preparedness training for students and community professionals</p>	<p>Director, Division of Nursing</p> <p>Curriculum Committee; Director, Division of Nursing</p>	<p>opportunity to participate in an international nursing experience</p> <p>Students will have the opportunity to participate in this training and then, respond to regional or national disasters</p>
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Student Performance and Faculty Accomplishments

Goal 7: Increase opportunities for faculty development and research

Objective	Strategy	Measure	Responsible Party	Deliverable
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Support faculty development	Obtain Libra monies to invite nursing scholars to campus to help meet faculty education needs	Libra monies will be used to host a CE event for nursing faculty once every other year and as needed	Business Committee; Curriculum Committee; Libra	Libra scholar to visit campus every other year to educate nursing faculty on topic of interest
Support faculty research activities	<p>Participate in campus and UMS research initiatives</p> <p>Procure ongoing funds for faculty development</p> <p>Alert faculty to call for abstracts</p> <p>Display current faculty research and scholarly publications</p> <p>Keep faculty apprised of funding opportunities</p>	<p>Evidence of funded faculty research</p> <p>Involvement in evidence-based research projects</p> <p>Total number of refereed presentations or papers presented at local or national organizations</p>	<p>Continuing Education Committee</p> <p>Business Committee</p>	<p>Faculty will participate in a research activity each year</p> <p>Faculty will meet the established benchmark for publications and presentations (SPPEP)</p>

Goal 8: Student Nurses Organization (SNO) offerings will be responsive to community healthcare needs

Objective	Strategy	Measure	Responsible Party	Deliverable
<p>SNO will remain visible to campus and community by meeting health education needs of campus and community members</p>	<p>SNO will host one health fair per year</p>	<p>One health fair per year will be held to meet the health education and basic screening needs of the UMFK campus community and beyond</p>	<p>SNO Advisor; nursing students; nursing faculty</p>	<p>UMFK faculty, staff, and students will be better educated regarding health and basic screenings will be completed</p>
	<p>SNO will host one health related booth per month on campus or in the community during academic year</p>	<p>SNO will follow the health themes established for each month and booth will reflect this monthly theme</p>		
	<p>SNO will host annual Blood Drive in collaboration with American Red Cross</p>	<p>Annual Blood Drive</p>	<p>SNO Advisor; nursing students; nursing faculty</p>	<p>American Red Cross target goal for blood units is met</p>

