

Strategic Plan 2013-2017

I. Introduction

We are in a transformational age of health care that includes a revolution in healthcare delivery. Our greatest opportunity is a national initiative to provide affordable, high quality care that is accessible, patient centered, evidence-based and improves global health outcomes. The Frances Payne Bolton School of Nursing is preparing nurses, the largest component of the healthcare workforce, that are well positioned to lead this transformation. Our greatest challenges include a changing healthcare environment amid economic uncertainty and declines in federal support. Innovative educational models are technologically enhancing and expanding how education is delivered while putting into question the traditional values of residential learning. There remains a strong need for nurses as evidenced by the lack of qualified nurse clinicians and faculty to provide care and prepare high quality nurse clinicians, advanced practitioners, leaders and scientists that lead healthcare initiatives. All of this informs the following plan.

Our greatest opportunity is a national initiative to provide affordable, high quality care that is accessible, patient centered, evidence-based and improves global health outcomes.



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II. Process

This strategic plan builds on the historic accomplishments of the Frances Payne Bolton School of Nursing while providing a foundation to meet the imagined future needs of health care and education. This strategic planning process involved the collective thinking of several constituent groups associated with and committed to the School of Nursing. The formal process for its development began prior to a vision retreat held in January 2012. Faculty and staff were asked to participate in a survey in which they were asked about what was going well within the school, areas for improvement, and the level of teamwork within the school. At the retreat, the survey results were shared and the participants engaged in a series of exercises led by an independent facilitator to increase teamwork and identify strategic initiatives. Five overall goals for the school were identified along with a series of initiatives to accomplish each goal.

Following the retreat, the goals and initiatives were made available again to faculty and staff to provide additional comments following the initial vision meeting. Concurrently, an evaluation of the previous strategic plan was conducted and areas for follow-up were identified and incorporated into the plan.

Meetings were held with the Dean's Council, the Dean's Cabinet and the Visiting Committee to review the objectives, and to write the goals and initiatives in consistent language and decrease redundancy. Guided by this plan, the Frances Payne Bolton School of Nursing remains committed to excellence in education while re-energizing its passion for research, and developing the leaders for future change in health care.

We thank all participants for their thoughtful and innovative input and ideas.



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III. Mission

The Frances Payne Bolton School of Nursing at Case Western Reserve University provides leadership in innovative research, education, and practice to promote health and reduce the burden of disease. Dedicated to interdisciplinary scholarship, we are committed to the pursuit of excellence in service to local and global communities.

IV. Vision

Our vision is to create and nurture a learning environment that builds on our tradition of scientific inquiry and commitment to the highest standards of excellence in research, education, and practice in the world community, and to continue our rich history of innovation and global contributions.

Our strategic plan represents our vision for the future and the direction we will take over the next 5 years. The research and education we provide are driven by a commitment to:

- Prepare high quality nurses and leaders that improve health across the globe
- Lead in scientific discoveries that improve health care.
- Design and implement innovations in nursing education.
- Establish a physical and technological environment that enhances learning, discoveries, and educational experiences.



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V. Values Statement

At the Frances Payne Bolton School of Nursing we:

- Advance competent, compassionate healthcare practice to achieve positive healthcare outcomes.
- Commit ourselves to the highest standards of ethical and social justice.
- Value integrity, diversity, and discovery.
- Promote analytical and innovative thinking.
- Promote leadership and mentorship with consistency of purpose and innovation.
- Create synergy through collaboration, mutual respect, and support.
- Promote leadership in research, education, and practice.
- Promote interprofessional collaboration and scholarship.
- Incorporate an international perspective into research, teaching, and practice.
- Value our relationship with the Northeast Ohio community.

**We value
integrity,
diversity,
and discovery**



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VI. Programs

The Frances Payne Bolton School of Nursing has a student body of more than 800 individuals committed to the nursing profession. Over 100 full and part-time faculty members and more than 50 staff employees are responsible for the administration of five major academic programs:

- BSN Program
- Graduate Entry MN Program
- MSN Program
- DNP Program
- PhD Program

The MSN Program consists of a core curriculum with coursework that allows the student to choose from 10 areas of clinical specialty:

- Acute Care / Flight
- Adult-Gerontology
- Pediatrics
- Neonatology
- Family
- Nurse Midwifery / Women's Health
- Adult Oncology/Palliative Care
- Mental Health
- Nurse Anesthesia
- Nursing Education

In addition, the School of Nursing provides an opportunity to combine programs to meet the unique interest of individual students

- BSN/MSN to PhD Program
- Dual MSN/PhD Program
- Dual Doctorate DNP/PhD Program



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VII. Research

As a research-intensive institution, the Center for Research and Scholarship at the Frances Payne Bolton School of Nursing directs nearly \$4 million in funding for clinical research and training in the Science of Health. Health is viewed as a continuum encompassing biological (genetic, molecular, cellular, organ) and social (individual, family, community, national, geopolitical) factors across the lifespan. Our interdisciplinary research seeks to address health disparities and employs technologies associated with translational research in genetics, bioengineering, imaging, and data science. The Center primarily targets research in five focus areas:

- Symptom Science
- Self-Management of Health and Illness
- Family/Community Care
- Aging Across the Lifespan
- Neuroscience



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VIII. Centers

There are seven additional Centers within the School of Nursing representing clinical and research expertise. These include the:

- World Health Organization Collaborating Center for Research and Clinical Training in Home Care Nursing
- Sarah Cole Hirsh Institute for Best Nursing Practices Based on Evidence
- Center for Excellence for Self-Management Advancement through Research and Translation
- Building End-of-Life Science Through Positive Human Strengths and Traits Center
- Full Inclusion of Persons with Disabilities in Self- Management Research Lab
- University Center on Aging and Health
- Dorothy Ebersbach Academic Center for Flight Nursing.

QSEN Institute

The Frances Payne Bolton School of Nursing has also been chosen as the new headquarters of the Quality and Safety Education for Nurses (QSEN) project. After seven years at the University of North Carolina at Chapel Hill School of Nursing, this project has transitioned to our school at a time when quality and safety have emerged as measurable entities and when nursing professionals have an opportunity to be recognized for the important role they already play in providing and measuring safe health care. The QSEN Institute will provide information to assist nursing educators across the nation as they adopt the QSEN model into their curricula.

By focusing on the goals and respective strategies that follow, the Frances Payne Bolton School of Nursing remains dedicated to its future as a leading academic institution of nursing education, research, and professional development for its students, faculty, and staff.



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IX. Goals and Strategies

This strategic plan includes five overall goals: (1) improve the quality of the student experience, (2) enhance the research infrastructure, (3) enhance national and international recognition, (4) become an incubator of entrepreneurial and innovative initiatives, and (5) create a positive and supportive work environment that fosters communication, collaboration, and team functioning.

Goal 1: Improve the quality of the student experience

The Frances Payne Bolton School of Nursing (FPB) recognizes that the shortage of nurses in the United States is in part due to a shortage of doctorally prepared faculty. The academic quality of our students, combined with outstanding faculty and a variety of quality clinical experiences within Cleveland, Ohio, across the nation and around the world, will ultimately provide students with the skills necessary to adapt to changing and varied healthcare challenges. This will increase the number of FPB graduates prepared for leadership roles in practice, education, and research.

This effort requires a change in approach to educating a vibrant and diverse student population, encouraging creativity and international partnerships. Specific strategies to accomplish this goal are to:

- Facilitate development of innovative curricula that minimizes overlap of course credits and streamlines progress from one degree to another.
- Elevate the skills, competence, and expectations of students through accountability, motivation, self-direction and life-long learning.
- Increase student satisfaction across all programs and departments at FPB.
- Demonstrate to students that they are the #1 priority at FPB through timely responsiveness and feedback on their work, inviting their input and ideas, and respecting and valuing their needs.
- Increase enrollment of the best-prepared students from diverse backgrounds across all programs.
- Create a welcoming environment that reflects the FPB history, culture, and future of the nursing profession, and that is consistent with our nationally ranked peers to enhance our recruitment efforts of both faculty and students
- Maintain high standards and excellence in education by providing assessment, evaluation and support of students to meet individual career goals.



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Goal 2: Enhance the research infrastructure to increase depth and breadth of the school's research enterprise.

FPB recognizes the importance of nursing research to build the scientific foundation for clinical practice and for the larger disciplines of nursing and healthcare. Contributions from nursing science aid in solving some of the nation's most important health challenges. FPB believes that expanding our research efforts will increase these contributions. Specific strategies to accomplish this goal are to:

- Further develop our research infrastructure to enhance all types of research engagement (federal, non-federal, foundation and industry).
- Enhance research and learning through a state-of-the-art environment that incorporates the need for flexibility, reflection, and interactive engagement.
- Expand our research expertise in the Science of Health to incorporate new and innovative approaches (genetics, imaging and technology)
- Develop and initiate fundraising/capital campaign strategies that support the educational and research enhancements.
- Design incentives for collaboration between clinical practice and research, within and across disciplines, departments and institutions.



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Goal 3: Enhance FPB's national and international recognition as a top-tiered nursing school

At FPB, we currently have an excellent national reputation that facilitates the recruitment of high-quality students and faculty. FPB recognizes the future movement of today's nursing discipline into one that requires more advanced practice nurses and doctorally prepared educators and scientists. Maintaining and improving our national ranking in our clinical specialties and research will allow us to expand into new and innovative educational and research arenas. Specific strategies to accomplish this goal are to:

- Provide opportunities to promote health or solve complex health problems through local, national, and international advocacy and policy.
- Increase the ranking of our clinical specialty programs in *U.S. News & World Report*.
- Support the value of continuous learning through leveraging of technological advances and experiential learning opportunities.
- Increase and sustain our first-time NCLEX pass rate and clinical certification examinations at a minimum of 95%.
- Expand branding strategy for faculty, staff, and students to promote FPB through their daily activities.



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Goal 4: Become an incubator for innovation

FPB recognizes that as a school we have a long history of innovation laying claim to the “firsts” of many significant programs in education, models of healthcare delivery and clinical research. It is important to stimulate and support the development of creative educational, professional, and scientific ideals. We believe that advancing nursing technologies and forming new academic focus areas can make the difference between novice and expert nursing professionals. Specific strategies to accomplish this goal are to:

- Develop an “incubation program” that supports entrepreneurial activities or creative experiments that incentivizes “high risk” creative ideas that have the potential to enhance health, develop innovative curricula, or implement learning strategies (e.g. Massive open online courses (MOOCs) and other online education tools).
- Conduct “think tanks” and targeted brainstorming sessions to generate creative, innovative ideas and proposals.
- Establish new collaborations across faculty, staff, students, and alumni, other schools within the university, and other stakeholders for the creation of innovative academic and research programs.
- Recruit and retain high-quality faculty from diverse backgrounds that promote and enhance innovative research, teaching, and practice.



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Goal 5: Create a positive and supportive work environment that fosters communication, collaboration, and team functioning.

A positive and enjoyable work environment is important not only for physical and psychological health, but is necessary for a highly effective and efficient organization that fosters a creative and collaborative culture both within and beyond the school. We also recognize there should be a balance between stress and productivity within the work environment. Specific strategies to accomplish this goal are to:

- Foster innovation and learning through an inclusive and supportive environment that promotes teamwork and fosters creativity, energy and productivity. This will occur by designating a Head of Faculty Development and Head of Staff Development. These positions will assist faculty and staff across their career trajectory through orientation and mentorship programs, designate mentors, initiate individualized faculty and staff development plans incorporating personal areas of strength and design programs.
- Develop excellence in clinical practice through the identification of “best practice models” for integration of academic and clinical roles and increased use of clinical and joint appointments between academic and clinical faculty.
- Develop organizational structure that empowers and supports faculty in administrative, educational, and scientific decision-making and that clearly links expectations, faculty career development, and evaluation in the context of a balanced work and personal life.
- Engage faculty and staff to implement a shared vision and include them as members and partners within the “FPB team” through systematic communication, such as monthly communications, periodic staff meetings, and an annual State of the School address and joint faculty/ staff meeting.
- Enhance communication within and between the schools at the university through regular meetings with the Deans, Associate Deans and faculty from the other schools.
- Foster a philanthropic environment involving faculty, staff, students, alumni, and friends of the school through increased communication about scholarships, research funds, and other demonstrable effects of philanthropic support on the daily operations of the school.



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