DALHOUSIE SCHOOL OF NURSING STRATEGIC PLAN 2018-2023

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Environmental Scan

External Factors

- 1. The political and policy environment
- Population dynamics increasing diversity and complexity
- 3. Health care reform and flux continues...
- 4. Alignment of key stakeholder Visions
- 5. The evolving Nursing profession
- 6. Looming workforce changes
- 7. Demand for evidence, research and accountability
- 8. Dalhousie directions
- 9. Diversity and inclusion will continue to be a priority
- 10. Students are challenged
- 11.Expanded availability and use of technology

Strengths

- 1. Successful, strong reputation
- 2. Well-respected and responsive
- 3. Strong faculty, high profile in teaching and research
- 4. Significant research strengths
- Positive and robust relationships with key stakeholders
- 6. Strong educational programs
- 7. Quality of students
- 8. The graduates
- 9. The sites
- 10. Visibility

Constraints

- 1. Continuing fiscal restraint
- 2. Limited physical infrastructure
- 3. A series of workforce and workload issues
 - 1. Workload amount and distribution
 - 2. Precarious employment
 - 3. Recruitment and retention
- 4. Transparency and relationship concerns
- 5. Communication issues
- 6. Technical support limits opportunities
- 7. Clinical Placements
- 8. Transition complexities
- 9. Lack of diversity
- 10. Student anxiety
- 11. The Dalhousie bureaucracy



Challenges

- 1. Continuing to improve program quality and responsiveness, in a tight fiscal environment and in light of a likely increase in demand
- 2. Further enhancing research success and impact
- 3. Meaningfully influencing the transformation of the health care sector
- 4. Nurturing our collaborations and partnerships
- 5. Building organizational capacity
 - 1. resolving the workforce issues
 - 2. resolving the transparency and relationship concerns
 - 3. increasing diversity
 - 4. improving infrastructure

Mission, Vision, Values and Strategic Directions

Why we Exist (Our Mission)

To lead and inform transformation in health and social justice through nursing education, research, leadership, practice and policy.

What we are striving for (Our Vision)

Partnering to meet the health needs of Nova Scotians.

Tag line: "Healthy people and healthy communities"

How we work (Our Values)

- We embrace innovation and change
- We champion scholarship and critical inquiry
- We respect all voices
- We commit to integrity, equity, inclusion and well-being
- We strive for meaningful collaborations
- We value broad perspectives of health

How we succeed (Strategic Directions)

- 1. Pursue excellence in learning, teaching and educational scholarship
- 2. Amplify the research impact
- 3. Develop citizenship through a social justice perspective
- 4. Enhance and optimize partnerships
- 5. Strengthen our infrastructure and support

Why we exist (Mission)

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What we are striving for (Vision)

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Strategic Direction 1

Pursue excellence in learning, teaching and educational scholarship

Strategic Direction 2

Amplify our research impact

Strategic Direction 3

Develop citizenship through a social justice perspective

Strategic Direction 4

Enhance and optimize partnerships

Strategic Direction 5

Strengthen our infrastructure and support

Result

Practice-ready nurses, able to work collaboratively, equitably and inclusively with all

Result

- (1) A leader for health and social research, provincially, nationally & globally
- (2) Attracting high quality researchers

Result

Nursing faculty and students committed to collaborate, support and promote the well-being of our diverse communities

Result

We are a valued partner and leader in health care transformation and innovation

Result

- (1) Our infrastructure and support processes facilitate the School's ambitions
- (2) Dynamic shared leadership that effect-tively supports the people & the programs

Major Initiatives

- Support consistent evidence-informed and learner-centred teaching
- 2. Innovate in clinical learning
- 3. Infuse interprofessional health education within and beyond the School
- 4. Sustain and grow partnerships to enhance learning and teaching

Major Initiatives

- Attract and retain high calibre faculty and trainees
- 2. Strengthen internal and external partnerships to drive research
- 3. Establish Research Chairs
- Strengthen the reach and impact of the Research Centres
- Expand research opportunities for trainees

Major Initiatives

- 1. Embed a practice of citizenship
- Strengthen
 citizenship efforts
 with diverse
 communities

Major Initiatives

- 1. Lead change in nursing and health
- 2. Foster and support key internal and external partnerships and relationships
- 3. Create sustainable innovation

Major Initiatives

- 1. Optimize human resources
- Optimize organizational and administrative processes
- 3. Enhance physical infrastructure, including dedicated nursing space
- 4. Influence financial decision-making, advancement, development, and alumni engagement

Dalhousie School of Nursing: Strategic Action Plan					
Strategic Direction 1:		Pursue excellence in Learning, Teaching and Educational Scholarship			
Result	:	Practice-ready nurses able to work collaboratively, equitably and inclusively with all			
No.	Initiative	Key Results			
1	Support consistent evidence- informed and learner-centred		Faculty implement best pedagogical practices in support of learner- centredness		
	teaching		Measurement of teaching performance (self and peer) is undertaken		
			 Innovative curricula & approaches are responsive to the needs of our communities 		
			Learners and educators are resilient, reflexive, and accountable		
2	Innovate in clinical learning		Appropriate learning opportunities and placements exist where learners can practice evidence-based nursing		
			Support for preceptors and clinical instructors		
			Simulation-based education is growing/capacity is increased		
3	Infuse interprofessional health education within and beyond the School		Interprofessional collaboration is embedded through interprofessional health education via the curriculum		
			Co-facilitation has increased – in classrooms, practice and simulation- based education		
			Faculty demonstrate effective collaborative interprofessional health education		
			Progress is measured (evaluation/assessment)		
			Graduates possess interprofessional collaborative competencies		
4	Sustain and grow partnerships enhance learning and teaching		Increased faculty engagement in collaborative relationships, within and outside the School		
			People want to partner with us		
			 Strengthened collaborative relationships among the Arctic College, Yarmouth and Halifax sites 		
			Enhanced relationship with Arctic College and Yarmouth		
			 Work collaboratively with relevant partners to ensure Indigenous people, persons with a disability, racially visible persons, women, persons of minority sexual orientations and gender identities, and all candidates who would contribute to the diversity of our community are incorporated in learning 		

Dalhousie School of Nursing: Strategic Action Plan				
Strategic Direction 2: Amplify of		Amplify our Research Impact		
Result:		(1) A leader for health and social research provincially, nationally and globally(2) Attracting high quality researchers		
No.	Initiative	Key Results		
1	Attract and retain high faculty and trainees	 A critical mass of research intensive faculty Increased research funding/activity Increased interdisciplinary research Strengthened retention and recruitment of tenure track faculty Students and faculty are mentored The professoriate and student body better reflect diverse and equitable communities A strong research infrastructure 		
2	Strengthen internal and partnerships to drive re	external • Growing local, national and international partnerships		
3	Establish Research Ch	 Two research chairs A strong relationship with Advancement and Alumni engagement 		
4	Strengthen the reach a of the Centres			
5	Expand research oppo trainees	 Increased number of undergraduate students going directly into master's programs Increased number of master's and PhD students accepted annually and graduating within required time frames 5 post-docs in 5 years 		

	Dalhousie School of Nursing: Strategic Action Plan					
Strategic Direction 3: Dev		evelop Citizenship through a Social Justice Perspective				
Result:		Nursing faculty, staff and students are committed to collaborate, support and promote the well-being of our diverse communities				
No. Initiative		Key Results				
1 Embed a practice of citizenshi		Common understanding and agreed upon guidelines on how to integrate citizenship				
		 More citizenship collaboration inside the School and externally, including faculty, staff and students 				
		Service learning is embedded in all programs, including curricula and research				
		The language of citizenship is incorporated in our formal and informal communication				
		 Faculty, staff and students are role models and champions for citizenship 				
		A culture of citizenship exists in the School				
2	Strengthen citizenship effor with diverse communities	Formal structures exist for students, faculty and staff to engage in collaborative citizenship activities				
		Communities reach out and are engaged with us				
		Faculty, students and staff take initiative in partnering with diverse communities				

	Dalhousie School of Nursing: Strategic Action Plan				
Strategic Direction 4: Enh		Enhance	ance and optimize partnerships		
Result: We a		We are a	valued partner and leader in health care transformation and innovation		
No.	Initiative		Key Results		
 Lead change in nursing health Foster and support key in and external partnership 		ey internal	 Our key communities, internal and external, know who we are, and understand what we do and what we offer Increased collaboration with Adjunct appointees Faculty expertise is increasingly leveraged by partners Recognized as a leader in health care transformation Clearly articulated collaborative partnerships that meet the needs of all parties 		
	relationships		 We are partners at policy and decision-making tables We engage with our alumni Harness opportunities to expand internal, industry and inter-sectoral partnerships 		
3	Create sustainable in	novation	 Community groups, Health Authorities, regulatory bodies, professional associations, governments, industry, NGOs and other universities partner with us Our University community partners with us for its health direction Communities partner with us for meaningful knowledge exchange to inform and develop innovative approaches to health 		
			Strength-based and evidence-informed approaches		

	Dalhousie School of Nursing: Strategic Action Plan				
Strategic Direction 5: Strength		Strengthen our infrast	ructure and support		
Result: (1)		• •	Our infrastructure and support processes facilitate the School's ambitions Dynamic shared leadership that effectively supports the people and the programs		
No.	Initiative		Key Results		
1	Optimize human resou	OptimalRetentioOngoing	lan for the School, including an "inclusion and equity" commitment mix and distribution of faculty and staff n and recruitment of high-calibre Faculty and staff mentorship hip development and succession planning		
2	Optimize organizations administrative process	Administ Planning The Sch Increase Effective A commi	ool's organizational structure is optimized rative and financial processes are streamlined processes are effective, clear and transparent ool's evaluation framework is implemented and monitored d results-oriented accountability IT support for on-line learning and simulation unication plan is developed and used reliable seamless technology for distance collaboration		
3	Enhance physical infra including dedicated nu space	CollaborLeadersl	ad learning spaces and SIM/lab facilities ative research facilities ative support to FOH infrastructure improvement efforts ad nursing facilities		
4	Influence financial dec making, advancement development, and alur engagement	Revenue A more e Resourc Greater Philanthi	e streams diversified and expanded equitable financial allocation to support our growth e allocation processes support the School's Vision engagement of Alumni ropy has "doubled" t funding to strengthen our relationship with Arctic College's		