STRATEGIC PLAN

2017-2022

Endless Opportunities

University of Maine at Augusta
University of Maine at Fort Kent
Division of Nursing

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To Our Community of Interest

Strategic Highlights

During the spring and summer of 2017, members of the Division of Nursing invited approximately 225 people to participate in our program review and analysis; about 150 students, clinical practice partners, faculty and staff offered input, assessment of our strengths, challenges, opportunities, and threats, or participated in our Gap Analysis practice exercises. Through these discussions, themes emerged which identify the priority focus areas for nursing education in Maine and beyond.

Our Commitment to Quality Nursing Education

The nursing faculty are committed to quality education and endeavor to facilitate a transformative learning experience for students pursuing a nursing degree. Our promise to consumers of healthcare is that graduates of the University of Maine at Fort Kent nursing program will be well prepared to assume professional practice roles, deliver safe competent nursing care, and possess the qualities necessary to evolve in a changing health care environment. Further, the nursing faculty commit to continuous quality improvement in our practice of teaching, program evaluation, and individual and collective accomplishments.

Looking Ahead

The state of Maine will experience a nursing shortage so profound, it has been dubbed a “nursing cliff”. Predictive modeling results indicate a need for 3,200 additional registered nurses by 2025 to overcome this shortage. Each school of nursing in Maine must prepare 400 additional, competent graduates per year to help alleviate this shortage. The nursing faculty are working toward achieving this goal through innovative and creative opportunities in concert with our clinical practice partners.

Each challenge presents an opportunity to grow and strive for excellence. Our future is truly filled with endless opportunities.
Strategic Planning Framework

- Vision
- Mission
- Core Values
- Shared Governance
- Philosophy
- Accountability
- Leadership

GUIDING PRINCIPLES

STRATEGIC FOCUS AREAS

- Executive Sponsor
- Goals
- Action Steps
- Deliverable
- Deliverable Evaluation
Vision, Mission, and Values

Vision:
The Division of Nursing provides a rigorous education founded upon the liberal arts, which prepares professional nurse graduates who holistically serve individuals, families, and communities, in a caring capacity in a complex global society.

Mission:
As an integral part of our parent institutions, the UMA/UMFK nursing faculty members deliver a transformative nursing education to prepare graduates who serve as nurse clinicians, scholars, and educators to meet the health needs of the people of Maine and beyond.

Core Values:
In fulfillment of this mission, nursing faculty are committed to advancing nursing practice through living and teaching core values of:

   Excellence:
   Prepare nurses as clinicians and leaders who positively contribute to the nursing profession and society

   Diversity:
   Embracing diverse populations to create a multicultural community of learners encouraging innovation, creativity, and acceptance

   Community:
   Collaborating with clinical partners to promote health and wellness, while responding to healthcare and workforce needs

   Integrity:
   Upholding the highest ethical standards of our profession is central to academic excellence

   Caring:
   Encompasses the mentoring, attention to, and involvement in student growth and success; supportive, quality care for all clients; and, respect for one another
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.

- **Teaching/Learning** processes are purposeful, discovery-based and thoughtful. 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), ethics and values, 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*)
Strategic Focus Areas

**STANDARD I: MISSION AND GOVERNANCE**

**Strategic Focus Area 1 - Collaboration, People and Partnerships:** Maintain and attract talented faculty and students to increase the number of baccalaureate prepared nurses; strengthen and expand collaborative efforts and partnerships while addressing workforce needs

Executive Sponsors: Terry Colby and Erin Soucy

**Goal 1.1 Attract and retain qualified students**

Action Steps/Strategies for Success:

- Review admission criteria to determine if standards are aligned with present trends
- Continue to monitor academic progression
- Continue to collect trend data to inform policy decisions

Deliverable:

- Review or revise admission criteria and academic progression policies once every two years and as needed

**Goal 1.2 Attract and retain talented faculty**

Action Steps/Strategies for Success:

- Develop a Position Management Plan to include clinical and program development support
- Nurture talented adjuncts and new faculty into full time faculty roles to include teaching, service, and scholarship
- Encourage national certification or doctoral preparation in area of expertise
- Provide a minimum of one annual faculty development offering related to nursing education

Deliverable:

- Talented group of nurse educators committed to PINE program

**Goal 1.3 Addressing workforce needs to overcome expansion limitations and clinical bottleneck**

Action Steps/Strategies for Success:

- Cost--determine the cost of increasing enrollments by 100% to meet the need for 60% more graduates
- Quality--determine the required metrics to ensure educational quality is improved and maintained
- Access--determine the feasibility of expanding clinical instruction units and areas in northern and central Maine
- IOM report 80% by 2020
Strengthen community college partnerships

Deliverable:

- Draft a report *PINE Solutions to the Nursing Shortage* to address Maine’s workforce needs. The report will address cost, quality, and access issues and will also include the creative strategies employed to meet workforce needs.

**Strategic Focus Area 2 - Healthcare Policy:** In the pursuit of safe, ethical, high quality patient care, nurses must attain competence in healthcare policy to shape nursing practice, workforce development, nursing education, and research.

Executive Sponsor: Tanya Sleeper

**Goal 2.1 Foster interdisciplinary teamwork**

*Action Steps/Strategies for Success:*

- Create interdisciplinary orientation days, continuing education, and social events
- Involve the Student Nurses Organization with other student groups on campus
- Invite scholars from nursing and other disciplines to address gaps in knowledge about the relationship between nursing and other health care providers with an emphasis on influencing health care policy and quality
- Explore the opportunity for interdisciplinary team work during clinical rotations with students from other healthcare disciplines, such as post conference meetings whereby students from other disciplines discuss their foci of care

*Deliverable:*

- Nursing program events will reflect an emphasis on interdisciplinary teamwork

**Goal 2.2 Develop the role of care coordinator and transition manager among students to emphasize vital role of policy in nursing practice**

*Action Steps/Strategies for Success:*

- Students will have opportunity to learn about nurses’ influence on policy making and the legislative process
- Students will attend Legislative Day at the Maine state capitol
- Students will have an understanding of the legislative process and appreciate their collective voice

*Deliverable:*

- A newsletter will be distributed to nursing students each semester, with a companion document for electronic media, outlining the legislative issues that are pertinent to healthcare in Maine and beyond
STANDARD II: INSTITUTIONAL COMMITMENT AND RESOURCES

Strategic Focus Area 3 - Population and Global Health: Develop and implement health improvement initiatives

Executive Sponsors: Rachel Albert, Alain Bois, and Jenny Radsma

Goal 3.1 Support innovative, community-based health care programs

Action Steps/Strategies for Success:

- Maintain and nurture faculty and student engagement in community health efforts (health fairs, flu clinics, CVA prevention grant, TIPS, etc...)
- Continue work with community partners on health care initiatives in the community
- Increase efforts to help facilitate disaster planning with community and clinical partners

Goal 3.2 Integrate global health knowledge and experiences across the curriculum

Action Steps/Strategies for Success:

- Increase nursing student visibility and experiences in community-based clinics for persons from other cultures
- Maintain and foster relationships with global partners
- Identify talented faculty for international travel experiences

Deliverables:

- Students will have opportunity for international humanitarian experience
- Students will develop a deep appreciation for community health initiatives
STANDARD III: CURRICULUM AND TEACHING LEARNING PRACTICES

Strategic Focus Area 4 - Quality Education: Prepare professional nurses who provide humanistic, safe care in a competent and ethical fashion

Executive Sponsor: Bobbi McCarthy and Denise Potvin

Goal 4.1 Develop attributes, ethics, and values that demonstrate a high level of emotional intelligence

Action Steps/Strategies for Success:

- Promote a culture and acquisition of emotional intelligence and professional comportment
- Maintain a caring, student centered learning environment
- Conduct White Coat Ceremony each year for incoming students and returning clinical students
- Invite clinical nurse leaders to campus to address professionalism with clinical students
- Encourage professional role development in lab and simulation activities emphasizing quality and safety

Deliverables:

- Students will develop an appreciation for and articulate the importance of professionalism as it impacts patient safety and quality of patient care

Quality:

- Emphasis on standards of care: consistent delivery of competent patient care, measuring quality indicators, QSEN, resource management
- Ethical Care
- Diversity

Goal 4.2 Foster student success to increase first time pass rates on NCLEX, integrate retention efforts into all faculty/student interactions, support remediation efforts for all students

Action Steps/Strategies for Success:

- Review NCLEX Success Plan every other year
- Assist students with academic success planning
- Create advising checklist that addresses common obstacles to students success
- Foster a High Touch culture for nursing students that incorporates frequent advisor contact, mid-term evaluations, mid-term grade reporting, frequent class meeting times, and frequent course activities to keep students engaged in course content, financial stewardship, etc ...

Deliverables:

- Maintain high retention rates at ≥70%
- Improve first time NCLEX pass rates to ≥90%
Strategic Focus Area 5 - Clinical Practice Excellence: Promote acquisition of clinical knowledge and psychomotor skill mastery
Executive Sponsors: Paula Delahanty and Clinical Supervisor

Goal 5.1: Accelerate clinical curriculum enhancements through an integrated team approach focusing on academic/clinical partnerships

Action Steps/Strategies for Success:

- Develop a Simulation Integration Plan that outlines the use of simulation activities and the ways in which assessment and evaluation is conducted
- Conduct annual Clinical Partner meetings to identify any obstacles to student success
- Conduct focus group meetings with recent graduates to inform enhancement of clinical experiences and identify emerging learning needs
- Maintain strong clinical practice partnerships
- Improve data collection process for student self-evaluation and clinical instructor evaluation
- Broaden scope of clinical rotation opportunities such as nights, weekends, intensive clinical rotations, alternate clinical experiences, and dedicated instructors

Deliverable:

- Clinical curriculum is well defined
- Simulation Curriculum and Evaluation Plan is adopted
- Clinical Supervisor position secured
STANDARD IV: STUDENT PERFORMANCE AND FACULTY ACCOMPLISHMENTS

Strategic Focus Area 6 - Nursing Academy of Excellence: Develop a community of nursing scholars and clinicians

Executive Sponsor: Nursing faculty

Goal 6.1 Promote and advertise the UMA/UMFK Partners in Nurse Education (PINE) program as a signature program for each respective campus and as an exemplar of excellence in collaboration

Action Steps/Strategies for Success:

- Cultivate and grow alumni interest through Nursing Honor Society activities and offerings
- Grow Nursing Honor Society to achieve Sigma Theta Tau Chapter status
- Apply for Libra monies to foster faculty and/or alumni development every other year
- Encourage faculty participation in research activities and professional development
- Leverage faculty expertise to influence healthcare and nursing education policy
- Support faculty achievement of certification and degree attainment
- Promote student scholarship activities such as participation and presentation at Scholar’s Symposium
  - Establish a Nursing Scholar’s Symposium at UMA

Deliverables:

- Annual record of faculty and student accomplishments
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