

## Building the Bridge to Quality in NP Education: The Balanced Score Card Approach

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University of Detroit Mercy



## University of Detroit Mercy

- Mercy-Jesuit Traditions
- Urban Location: Diverse student body
- Health Profession Tracks





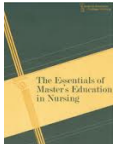
## Accountability in Health Care

- The Era of Quality and Safety
- Affordable Care Act
- Emphasis on Outcomes
- Stakeholders



## Accountability in Nursing Education

- Faculty New MSN Essentials
- Emphasis on APRN provider development
  - Leadership
  - QI capacity
  - Business Competence
  - Optimal Health Outcomes
- Curriculum



## Quality in Nursing Education

- Perspectives of Outcomes: Program Effectiveness
- Addressed Accreditation Standards
- Curricular
  - Graduation, Certification and Employment rates
  - Student, Alumni and Employer satisfaction

## Educational Perception of Quality

- More focused, less tied to the larger organizational structure of the University
- Faculty and Fiscal Implications/Outcomes
  - Enrollment
  - Revenue
  - Return on Investment

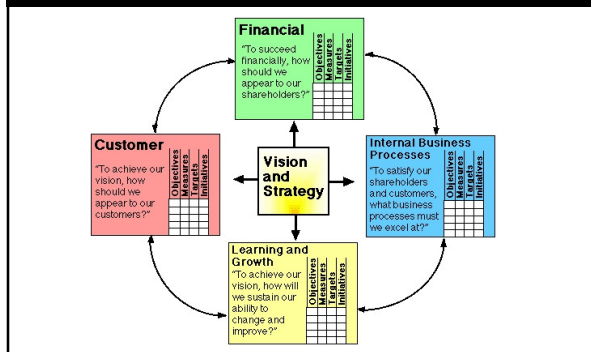
## Effectiveness in the Academy

- No preferred methodology to evaluate academic organizational effectiveness
- ?Borrow from Business and Industry
- Balanced Scorecard (Kaplan & Norton, 1992)

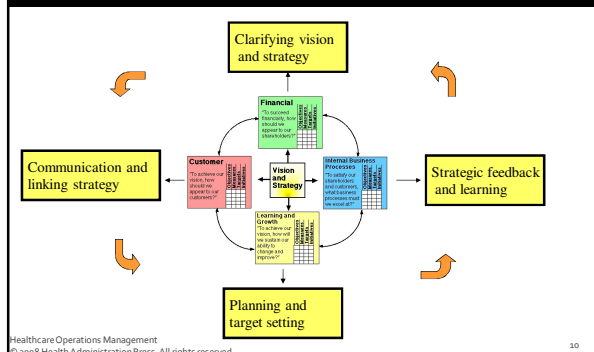
## Balanced Scorecard

- Performance management and strategic planning perspective
- Align activities with mission and vision
- Improve internal and external communications
- Monitor organization performance against strategic goals

## Balanced Scorecard



## Building a Balanced Scorecard



## Goals

- Link strategic goals to measures
- Provide a dashboard of how we are doing in achieving our goals
- Enables NP program focus on performance areas that are necessary in order for the program, SON and University to be successful

## Steps in the Process

- **Build intraprofessional team**
  - Tap PhD and DNP faculty
  - Administrative experience, Clinical Experience
- **Identify Stakeholders**
  - Students, Colleagues, University
  - Health Care Systems
  - Patient Populations
- **Identify Context**
  - University Mission and Vision
  - Local Urban Environment

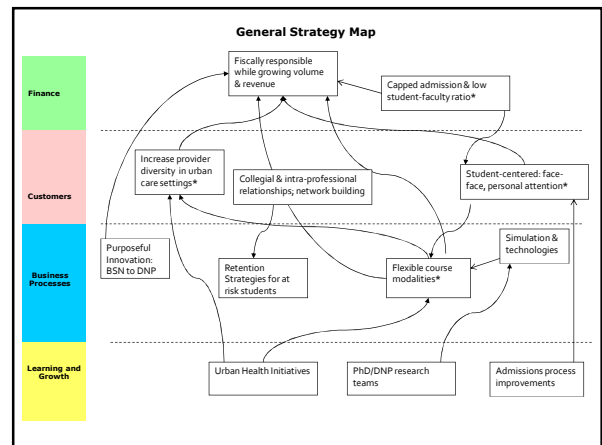
Customers		Core Process	
How should we look to our customers?		What key processes must we be good at?	
Objectives	Measures	Objectives	Measures
Employment Employer satisfaction	Employment rates Employer satisfaction	Program Effectiveness Graduation Certification	OSCE, HESI, Comp Student satisfaction Graduation rates Certification rates
Learning & Growth		Financial	
How will we enhance our ability to change and grow?		How should we appear to our senior leaders and board?	
Objectives	Measures	Objectives	Measures
Faculty Growth Faculty Recruitment Retention Urban Health PHD/DNP Research Teams Process & Outcomes	Faculty aggregate outcomes	Fiscally responsible Demand vs. Supply	Student: Faculty ratio Grow volume & revenue

### Sample Improvement Opportunities

- Finance**
  - Balancing capped admission with volume growth
- Customers**
  - Cultivating excellence in urban care and reducing disparities
- Business Processes**
  - BSN to DNP without closing MSN
  - Admission processes
- Learning & Growth**
  - PhD-DNP research teams
  - Urban health care delivery

### FNP Internal Processes

- Purposeful innovation**
  - BSN-DNP program
  - Re-evaluate mix of on-line course
  - Curricular improvement guided by formative and summative evaluation
- Process Improvement : Operations related to, marketing, recruitment and admission**
  - Meetings with key APRN and Executive leaders in organizations
  - Integrate communication mechanisms for admission processes across university
- Process changes related to FNP practicum activities**
  - ACE passport process
  - Student Evaluation Processes: OSCE, site visits, simulation



### Lessons Learned: Outcomes

- Collegiality
- Awareness of Fiscal Targets
- Linkages between Departments
- Visualization of the Relationship between Work, Innovation with Outcomes

### Questions?

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