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**

- 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

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<td>Program Effectiveness</td>
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<td>Employer satisfaction</td>
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Learning & Growth Financial

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<td>Retention</td>
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<td>Grew volume &amp; revenue</td>
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FNP Internal Processes

- **Purposeful innovation**
  - BSN-DNP program
  - Re-evaluate mix of online 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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