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Implementation Report Review

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EC curriculum recommendations:	Evaluation of response
<p>BN program</p> <p>The MOH mandated core curriculum in nursing should be reduced to assure minimum safety levels. The nursing faculty of BGU should review the core curriculum and the curricular of their department to broaden the choice of electives and take into account the rapid changes in health care delivery and the roles for which nurses must be prepared.</p>	<p>BGU indicated that the MOH did reduce the number of core credits from 198 to 177. BGU responded positively to the MOH reduction in credits by reducing the number of teaching hours across the curriculum while maintaining the same number of clinical practice hours.</p>
<p>With increasing numbers of faculty involved in clinical research, students will find role models and should become involved in research, based on their clinical experience (i.e. case studies). Even for BN students hands-on research experience is important, as it develops their critical thinking capacities and teaches them early in their careers that clinical experience must be cumulative and lead to knowledge development in nursing.</p>	<p>DON implemented this recommendation through the addition of two 4 credit research seminars, one in year 3 and one in year 4. Research faculty actively participate in both these seminars. <b>The school should continue to thread research concepts and hands-on experience throughout the nursing curriculum.</b></p>
<p>All nursing courses should be taught by nurses with graduate preparation in the relevant content areas, as this guarantees the transmission of relevant nursing content, rather than “mini-medicine”.</p>	<p>The DON is in the process of implementing this recommendation. Emergency nursing, oncology, mental health, orthopedics, clinical pharmacology, urology, and women’s health are currently being taught by nursing faculty. The school is also preparing current faculty and will recruit new faculty, as resources allow, to ensure that nursing faculty teach all relevant clinical courses.</p>
<p>Computer assisted learning materials need to be further developed, adapted to Israeli culture and made available in the Hebrew language.</p>	<p>The DON has been successful in putting the course, Nursing Drug Calculation, on line. <b>The school needs to continue to make on-line course available to students as well as self-study materials appropriate for students’ and patients’ cultural backgrounds and Hebrew language.</b></p>

<p>The simulation center needs to be upgraded with modern equipment and technologies and faculty needs the resources to further develop and upgrade simulation teaching scenarios.</p>	<p>The DON increased the use of the simulation center from first year students only to use in the second and third year students. The nursing faculty is planning to teach 205 of clinical courses in the simulation center, meeting the MOH guidelines. The university approved a new simulation center for use by all clinical professions. The DON has budgeted an 80% nursing faculty position for this endeavor.</p> <p>The DON needs to continue to oversee the purchase of appropriate equipment and technology as well as the development of nursing appropriate scenarios.</p>
<p>RN to BN program</p> <p>The school should provide self-learning materials or intensive preparatory courses in the sciences and computer literacy, prior to the students attending the program, so that they can come better prepared for their studies.</p>	<p>The DON has instituted a preparatory program including basic scientific reading and writing skills, English and computer literacy. The RN to BN program has been modified to meet the needs of working nurses from 3 days to 2 days of class attendance.</p> <p>The DON needs to continue to identify student learning needs for appropriate placement in the course of study.</p>
<p>As students come with different prior learning experiences, the Don should institute challenge exams to reduce the possible repetition of material and students should be advised to review content that would facilitate their progression in the program.</p>	<p>The DON did not address this recommendation in the implementation report. The DON needs to develop and administer challenge exams to incoming students to identify individual student needs and appropriate student placement.</p>
<p>An acceleration program should be planned to allow progression of selected RN students to obtain a master's degree.</p>	<p>The DON did not address this recommendation in the implementation report. The DON needs to develop an accelerated program that facilitates RN student progression directly into the master's program.</p>
<p>MN program</p> <p>Post-graduate specialty courses, which are currently given by the MOH, should be at the university level and a component of the master's level program giving credit toward the graduate degree.</p>	<p>The DON did offer post-graduate specialty courses in the past but no longer do so as they are prevented from hosting these courses by the MOH.</p> <p>Continue to work collaboratively with the other university nursing programs and the MOH to allow universities the necessary educational oversight of postgraduate specialty nursing courses.</p> <p>Continue to seek approval from the CHE to</p>

	<p>implement the palliative nursing care track for clinical nurse specialists.</p>
<p>As BGU's special strength lies in community health and the need for this nursing knowledge in the Negev is especially high, a track within the MN clinical specialty program with a focus on public and community health should be developed.</p>	<p>The DON did offer post-graduate courses in community nursing and public health but discontinued these courses as the state recognized specialty courses only if they were MOH post-graduate courses. The DON has prepared a full track on palliative nursing care for clinical nurse specialists and submitted this for approval to the CHE.</p> <p>Continue to advocate for the universities and nursing educators to have oversight of graduate education of nurses. This includes post-graduate courses in community health and public health, a strength of the Recanati SON and a need in the Negev.</p>
<p>Accept more students on the thesis track, as only hands on experience with research prepares students for knowledge development in the future. This requires strengthening of faculty, i.e. numbers of appropriately prepared faculty in research methodologies, as well as in content areas. Until sufficient nursing faculty is developed and available, faculty from other disciplines might collaborate in student mentoring/supervision together with clinical nursing experts.</p>	<p>The DON has increased research advisors through the addition of two nursing faculty members approved for thesis monitoring and using co-advisors, one from basic science and one from medicine. This has allowed the program to increase the number of thesis track students by about 50%.</p>
<p>The EC recommends a ratio of no more than 1 faculty member to 8 research advisees be achieved within the next five years. In the short term, while working towards this target, a maximum ratio of 1 faculty member to 15 advisees should be achieved.</p>	<p>The DON has added two nursing faculty members approved for thesis monitoring.</p> <p>The DON needs to continue to recruit/develop research nursing faculty to achieve the recommended faculty/advisee research ratio.</p>
<p>All graduate thesis should be written in English to facilitate publications in the international nursing and health literature and evaluation outside Israel.</p>	<p>Two research papers have been published in English.</p> <p>The DON sponsored an English writing workshop. The faculty continue to encourage students to write in English and submit their research for publication.</p> <p>Continue to offer English writing workshops and on-line self-help English writing programs.</p>

<p>EC Policy and Procedure recommendations:</p> <p>BN program</p> <p>The faculty should review the admissions process in relation to student outcomes and success in the profession. Student interviewing is extremely time consuming and a burden upon faculty and its effectiveness in selecting 'the right' candidates should be evaluated.</p>	<p>Evaluation of response:</p> <p>The DON has been successful in working with the university, Sapir College and the Open University to modify the admission process. Class size has increased from 55 students to 90 students, helping to meet a nursing shortage need in Israel.</p> <p><i>In order to continue to accept higher numbers of students the DON needs to work toward relying less on interviews and more on other proven methods to choose viable candidates.</i></p> <p><i>The DON should continue to collect admissions and outcome data. Evidence-based findings should be used to streamline the admissions process, strengthen the curriculum to meet the diverse needs of the students, and prepared high quality nursing graduates.</i></p>
<p>Create scholarships to cover tuition costs.</p>	<p>While the DON cannot create scholarships it does work with the university to support provision of scholarships to nursing students. Partnerships with the Sherutei Briut Clalit and the Soroka hospital resulted in two faculty fellowships for needy students.</p> <p><i>The DON needs to continue to partner with local and regional hospitals and businesses to provide student scholarships that benefit both students and patient care.</i></p>
<p>Raise entrance requirements and provide incentives for students with degrees in other areas to enter nursing education and thus improve both the image of nursing and the academic level of graduates.</p>	<p>Admission standards have been rising constantly yet slowly over the years. A sharp rise in admission standards may impact on recruiting sufficient students to meet the current shortage of nurses in Israel. This increased demand for nurses resulted in the university lowering the psychometric examination admission requirement from 550 to 540.</p> <p><i>Research regarding the selection process of successful candidates would be useful, particularly with respect to quality vs. quantity.</i></p>
<p>Students with prior university degrees should be only enrolled in a program granting a university degree in nursing and not merely a diploma, which</p>	<p>A BN as a second career track is under consideration in the CHE.</p> <p>The DON does admit selected students with a BA</p>

<p>hinders their advancement in the profession. The possibility of creating a direct access Master's program for selected students should be explored.</p>	<p>in other fields directly into the MN program.  Continue to work on designing a second degree program for non-traditional students. The elimination of a required core curriculum should facilitate the establishment of such a program.</p>
<p>MN program</p> <p>Increase the number of students and opportunities for advanced clinical practice within the Master's program.</p>	<p>The DON has instituted a unique admission procedure for MN candidates. The faculty are gathering evidence to evaluate the outcome of this process.  The DON needs to continue to advocate with the university for more faculty to teach graduate students. It needs to continue to advocate with the MOH for the ability to offer post-graduate specialization courses for university credit.</p>
<p>Create models for students to participate in multi-discipline research and provide the support needed to turn MN thesis into scientific publications.</p>	<p>The DON has increased the number of faculty able to mentor research and has offered English writing workshop to facilitate publications of thesis.</p>
<p>Provide graduate students with career mentoring, as there are no legally sanctioned advanced practice roles, to date, in Israel and career progression is not self-evident.</p>	<p>A positive addition to the MN program has been the establishment of a nursing chair in addition and the addition of three new courses. This will enable the graduates to develop career paths and facilitate multi-disciplinary research.  The faculty needs to design a mechanism to work with nursing alumni as mentors for graduate students.</p>
<p>Work together with the MOH and other stakeholders to create advanced nursing practice roles in Israel.</p>	<p>The DON needs to continue to work with the MOH, the CHE, legislators, health care professionals and engage the help of alumni to advocate for advanced nursing practice roles in Israel.</p>
<p>Work in cooperation with nursing faculty at Tel Aviv, Haifa and Hebrew universities to design a national collaborative PhD program to be implemented within 3-4 years. The EC recommends that a ratio of 1 faculty member to 8 thesis and dissertation students (Masters and PhD) should be achieved within the next five years. In the short term, while working towards this target, a maximum ratio of 1 faculty member to 15 thesis</p>	<p>Collaborative discussions among the four university nursing faculties have been instituted.  The DON needs to continue to meet with the other university nursing programs to discuss a national collaborative PhD program that would share faculty and courses and take advantage of economies of scale and scarce resources, to be implemented within the next 2-3 years.  Continue to advocate for and recruit nursing</p>

<p>and dissertation students should be achieved. These objectives would make the staffing for research advisement comparable to international norms.</p>	<p>scientists with appropriate research background to advise graduate students with thesis/dissertations.</p>
<p>Research:</p> <p>In order to create the minimum conditions for the department to develop its research capacity the university should change the way clinical instruction and exercise hours are presently counted (75% and 50% of an hour as reported in the self-evaluation study and in faculty interviews) to full teaching contact hours.</p>	<p>The DON formed a committee to submit recommendations to both the faculty and the university. In addition the DON has instituted the use of clinical nurse preceptors supervised by faculty to cover the clinical teaching hours for the increased number of students. Use of clinical nurse preceptors exposes students to critical thinking and clinical decision making skills of practicing nurses.</p> <p>The DON needs to continue to advocate for workload distribution of course credits and clinical credits to increase faculty research time and output.</p>
<p>The medical faculty and the school should provide mentoring and the needed support for developing the research methodology, scientific writing, and grant writing capacity of the nursing faculty.</p>	<p>The DON anticipates hiring another PhD prepared nurse on a part-time basis to help with writing articles and grants.</p> <p>The DON need to continue to advocate for help with developing research and grant writing skills.</p>
<p>The DON should raise internal and external funds that may provide seed money for new and young staff members.</p>	<p>Some seed funding is available for beginning researchers.</p>
<p>The faculty should support collaborative research between nurse scientists and funded researchers in other disciplines.</p>	<p>Continue to seek mentoring agreements and collaborative research for nursing faculty, vital to increasing the research capabilities and output of the DON.</p>
<p>The Health Sciences School and the nursing department should form research consortia with nurses from universities abroad and those of other Israeli universities, as well as with other disciplines in order to develop high level research, relevant to the complex health problems in today's world.</p>	<p>The DON has instituted collaborative agreements with universities in the U.S.</p>
<p>The faculty needs to encourage clinical case study and clinical innovation writing and count published reports toward promotion on the clinical ladder.</p>	<p>New guidelines for advancement in the parallel track have been approved and implemented. Two new senior teachers were promoted and two more are in the promotion process.</p>

<p>The faculty should participate in interdisciplinary research regarding the health needs in the Negev.</p>	<p>Nursing faculty research is being conducted regarding the BN program designed for Bedouin students as they prepare to graduate and take the nursing examination.</p> <p>The DON needs to continue to work with other health professionals to identify and conduct research on the health needs of the Negev community.</p>
<p>Faculty:</p> <p>In view of the health care needs of the Israeli population, and the unique demand of BGU to develop the research to answer these needs for the Negev, the BGU and DON need to recruit senior faculty for appointment at professorial ranks to lead this effort. Active recruitment and hiring a minimum of three PhD prepared faculty within the next two years in preparation for a collaborative national PhD program development and implementation is recommended.</p>	<p>Approval has been given by the dean to two PhD prepared nurses in the parallel track to devote 50% of their teaching time to research. The DON anticipates hiring another PhD prepared nurse on a part-time basis to help with writing articles and grants.</p> <p>The DON needs to continue to advocate for PhD prepared nurse researchers to increase the research capabilities of the DON and become more aligned with other university departments.</p>
<p>The faculty's acknowledgement and wish for developing nursing research is strength, but realistically to enable progress, their working conditions must become congruent with and academic career, implying that the university should value clinical teaching equal to classroom teaching and support the development of clinical research.</p>	<p>The DON is in the process of developing criteria for workload distribution in teaching and research.</p>
<p>The university should provide outstanding graduates with fellowships or post-doc training in centers of excellence abroad, in return for commitment to join the DON for a given number of years.</p>	<p>The DON needs to continue to advocate for university support in the preparation of PhD nursing faculty particularly with selected graduates of their master's program.</p>
<p>The EC recommends a clinical track for nursing faculty with clinical expertise, comparable to the track already established in medicine, which provides clinicians with conditions more conducive to producing research.</p>	<p>The dean has asked for recommendations for suitable candidates for a clinical track appointment similar to ones available in the medical school.</p>
<p>The EC recommends that the university review the options of additional parallel tracks to promote senior faculty to associate and full professor level.</p>	<p>The DON is encouraging qualified faculty in the parallel track to transfer to the research track and advance in rank.</p>

<p>Until the university grows a critical mass of nurse researchers needed to build a nursing department able to lead nursing research that can answer crucial health problems of the Negev population, in particular, the committee recommends to appoint a professor of nursing, possibly from abroad, to lead this effort. The university should actively seek international nursing faculty for two-year leaves (e.g. sabbaticals combined with approved leaves of absence), as well as, for example, senior Fulbright scholars to strengthen the DON's research capacity.</p>	<p>The DON is seeking and will support nursing faculty for fellowships at BGU.  Continue to advocate at the university level for support to seek international nurse researchers and Fulbright scholars for short-term appointments in the DON.</p>
<p>The university and the school should encourage current nursing faculty to enroll in PhD programs and seek financial support for them.</p>	<p>Nursing faculty are encouraged to enroll in PhD programs, 4 have done so in the last 5 years.  Continue to seek ways to offer financial support to faculty to continue their education.</p>
<p>Review the faculty evaluation and promotion system within the context of the discipline of nursing. Promotion criteria: although teaching evaluation is in place, overall appraisal of professional development (e.g., dissemination of clinical scholarship) is not in place for faculty.</p>	<p>The DON is considering the establishment of a committee within the National Council of Education with the nursing community in Israel and abroad to set academic guidelines appropriate to the practice profession of nursing.  The DON needs to continue to advocate for discipline appropriate promotion criteria to increase the number of nursing faculty on the parallel track and become more aligned with other university departments.</p>
<p>Resources:</p> <p>The DON needs at least one more full-time administrative position to relieve faculty from providing administrative tasks.</p>	<p>The university has increased resources to the DON to accommodate for the increase in student enrollment.  The DON needs to continue to monitor the time nursing faculty spend in doing administrative tasks that take away from teaching efforts.</p>
<p>Improve access to the library for all students and faculty, also from home and provide free access to scientific papers available through the library.</p>	<p>The ability to access the library from off-campus has been improved.  The DON needs to continue to monitor student and faculty needs with respect to access and costs.</p>
<p>Resources and infrastructure such as computer and simulation facilities, and state of the art learning materials, need to be expanded and</p>	<p>The DON has increased the use of the simulation lab for clinical teaching. It has a plan to allocate resources to upgrade the simulation center.</p>



upgraded.	
Add computer stations and support	The nursing students have access to computer stations and two computer labs in the SOM. The students also have access to new nursing faculty computer facilities.

According to the implementation report of October 31, 2012, the Department of Nursing at the BGU has made great strides in putting in place processes, policies and actual changes to bring their department into alignment with the EC recommendations of November, 2010.

While many of the recommendations require a response and support from the university and the school, the DON has advocated, often successfully, for such support. The EC recommendations also included changes to be made by the Nursing Division of the Ministry of Health. The MOH did comply with some of the recommendations and core curriculum requirements were modified.<sup>1</sup> This made an impact on the curriculum for the BN and RN to BN program at BGU. These changes also allowed faculty more time to focus on their scholarship requirements.

The implementation report demonstrated that the nursing faculty at BGU is aware of the need to continue to pursue their efforts at upgrading the nursing curriculum to maintain state of the art nursing care to the population in the Negev and Israel at large. They are also aware of the need for more PhD prepared nursing faculty, changes in the promotion and tenure policy, policies that will facilitate faculty movement to the parallel track, all of which will enhance recruitment efforts for both faculty and students. This will require continued advocacy by the faculty at all levels.

The implementation report evidenced a serious commitment and hard work on the part of the nursing leadership and faculty at BGU DON. They are to be commended.

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<sup>1</sup> The four nursing programs reported different changes in the MOH core curriculum for nursing programs.